REPUBLIC OF KENYA

PUBLIC SERVICE COMMISSION

THE HUMAN RESOURCE MASTER PLAN FOR THE PUBLIC SERVICE

2024 - 2034

PUBLIC SERVICE COMMISSION

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THE PUBLIC SERVICE COMMISSION

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LIST OF ACRONYMS AND ABBREVIATIONS

API	Application Programme Interphases
BPR	Business Process Re-engineering
CARPS	Capacity Assessment and Rationalisation of the Public Service
CoG	Council of Governors
CPSB	County Public Service Board
CSG	Civil Service Grade
EFT	Electronic Fund Transfer
EMCC	European Mentoring and Coaching Council
ERP	Enterprise Resource Planning
GDPR	Global Data Protection Regulation
GHRIS	Government Human Resources Information System
HR	Integrated Financial Management Information System
HRIS	Human Resources Information System
HRM&D	Human Resource Management and Development
HRMAC	Human Resource Management Advisory Committee
HRMMP	Human Resources Management Master Plan
HRP	Human Resource Planning
HRPS	Human Resources Planning and Succession Management
ICF	International Coaching Federation
ICT	Information Communication and Technology
IFMIS	Integrated Financial Management Information System
IGRA	Intergovernmental Relations Act

LISTOFACRONYMSANDABBREVIATIONS

IHRIS	Integrated Human Resources Information System for Health
IHRM	Institute of Human Resources Management
IPPD	Integrated Payroll and Personnel Database
ISCIS	Integrated State Corporations Information System
ISD	Integrated Service Delivery
KPI	Key Performance Indicator
MDAs	Ministries, Departments, and Agencies
MTEF	Medium Term Expenditure Framework
MTP	Medium Term Plan
NCIC	National Cohesion & Integrated Committee
PC	Performance Contract
PMIS	Pension Management Information System
PSC	Public Service Commission
R&S	Recruitment and Selection
RRI	Rapid Result Initiative
SCAC	State Corporations Advisory Committee
SPAS	Staff Performance Appraisal System
SSOT	Single Source of Truth
TPAD	Teachers Performance Appraisal System
TSC	Teachers Service Commission
VPN	Virtual Private Network

FOREWORD

I am pleased to present the first Human Resource Management Master Plan in the public service. The plan covers a ten-year period from 2022 to 2032. The development of the plan was a collaborative process involving employees of the Public Service Commission and government ministries, departments, and agencies (MDAs), including our key stakeholders from outside government.

The plan provides the strategies we will undertake to address current and future workforce needs in the public service. As a strategic document, it forecasts the future human resource requirements of the public service and proposes how the existing human resource capacity of the service can be utilised optimally. It thus focuses on the basic economic concept of demand and supply in context to the human resource capacity of the public service.

Skilled human resource requirements relate to sufficiency and competence. Kenya has a pool of talented human resource. However, there is a shortage of skilled workforce in some fields that support the national priority sectors. In order to develop a highly skilled human resource base, the master plan proposes measures to improve public service skills and talent relevant to the needs of priority areas. To this end, the implementation of the proposals in this master plan targets short, medium, and long-term development of a human resource base to support public service delivery.

The key areas of focus for the master plan include:

- DRIVING HR EXCELLENCE AND INNOVATION that leads to successful outcomes that move the public service forward while leveraging HR technology and remaining citizen-centric;
- DEPLOYING RECRUITMENT AND RETENTION STRATEGIES including reviewing terms and conditions of service to attract and retain qualified and diverse individuals to the service;
- INVESTING IN STAFF TRAINING AND DEVELOPMENT, coaching, mentorship, and continuous learning;
- ENHANCING STAFF WORKPLACE EXPERIENCE through a culture of staff engagement, wellness, diversity, and inclusion that leads to overall wellbeing, productivity, and retention.

The plan aligns with the Kenya Vision 2030, specifically contributing to the collaborative outcome to transform Kenya into a newly industrialising, middle-income country providing a high quality of life to all its citizens. The commission is excited about the future and is committed to serving the ministries, departments, agencies and the citizens with excellence!

Anthony M. Muchiri, (Amb)
Chairperson,
Public Service Commission

PREFACE

Questions have arisen regarding the quality, effectiveness, and sustainability of the current human resource strategies, policies and practices in the public service. Ten years after devolution, the most critical hindrance to public service performance remains people. This document sets out to address this critical component of public service in a broader and holistic approach taking cognisant of the fact that interdependence of most sectors of the economy.

The delivery of service has encountered numerous challenges mainly due to capacity constraints, weak institutional structures, among other factors. The Master Plan will aid MDAs undertake strategic workforce planning in a work environment that is constantly evolving and enable them rethink about planning for talent sourcing, employee development, performance and productivity, exist within the context of the economic outlook and citizen expectations and to realise organisational objectives for increased productivity and competitiveness.

Significant measures have been undertaken in reforming the regulatory and institutional environment and governance frameworks for HR. Key among these is the development of the legislative framework for public service management, adoption of the new and progressive HR practices including professionalising the service, and the establishment of this framework that aims to link HR management to other sectors and the overall government agenda.

The Covid 19 pandemic created profound and immediate changes to how societies operate and how individuals interact and work. The Human Resource Master Plan for the public service has a broad vision of building a globally competitive and adaptive human resource base that meets the requirements for national development. But as we move toward the new era, a management system based on old rules—a hierarchy that solves for uniformity, bureaucracy, and control—will no longer be effective. Taking its place should be a model that is more flexible and responsive, built around emerging trends in the world of work.

Secretary/CEO,
Public Service Commission

EXECUTIVE SUMMARY

Human Resource Planning (HRP), both short and long term, is the process of forecasting future human resources requirements and determining how the existing capacity can be utilised to fulfil these requirements. It thus focuses on the basic economic concept of demand and supply about the human resource capacity. The HRP process helps in meeting the future demand of human resources in an organisation, with the supply of the appropriate people in appropriate numbers at the appropriate time and place.

This Human Resource Management Master Plan (HRMMP) aims at ensuring that the public service is adequately prepared to forecast its human resources needs in the long term. The primary objective is to equip the public service to keep pace with national development needs and changes by ensuring that at all times the public service has the right people, with the right skills, at the right places to implement government policies and objectives.

The Master Plan has been developed following extensive consultations with a variety of stakeholders at the Public Service Commission (PSC) and government ministries, departments, and agencies (MDAs). In addition to the input from stakeholders, this master plan has taken into consideration various government strategic documents including Kenya Vision 2030, Bottom-up Economic Transformation Agenda (BETA), and the PSC Strategy 2019-2024. This is in full recognition of the critical role of human resources in the execution of the mandate of the public service to ensure the success of the developments outlined in Kenya Vision 2030.

Surveys and subsequent data analysis were also employed in the process, which has been benchmarked against global best practices in the private and public sectors. The master plan is designed to serve as a roadmap for a 10-year journey that will see the public service adopt revolutionary technologies and global best practices in all aspects of human resource management. The development involved four broad processes in human resources long-term planning:

01
CURRENTSTAFFINGLEVELS

Assessment of the current staffing levels in the public service. It included a comprehensive study of the staffing levels in terms of numbers, skills, talents, competencies, qualifications, experience, age, designations, grades, etc.

02
FUTURESTAFFINGDEMANDS

Analysis of the future requirements of the public service. This analysis included looking at variables like natural attrition, foreseeable vacancies, retirements, promotions, technologies, changing demographics etc.

03
DEMANDFORECAST

Matching the current supply with the future staffing demand and establishing a demand forecast. In arriving at this, it was important to understand the vision of the Public Service Commission on the public service of the future, key development objectives in the long term to ensure that the forecast is aligned to government goals.

04
IMPLEMENTATIONSTRATEGY

After reviewing the gaps in staffing supply and demand, the plan proposes strategies to fill the gaps as per the demand forecast and challenges that may arise.

In light of the above, this master plan outlines strategies geared towards transforming all aspects of human resources management in the public sector. These strategies are - planning and succession management, recruitment and selection, training and development, performance management, career management, and exit management, and to formalise flexible working arrangements. The master plan is designed to standardise human resource management across the entire public service and to promote the use of digital technology in the handling of human resources data to simplify processes and enhance decision-making. It will thus reinforce the strengths of human resources management practices already in place in the public service while addressing key challenges that impede the public service from achieving its maximum capacity and efficiency in performance.

The plan is founded upon two broad factors, namely, systems and infrastructure, and legislations and regulations. In addition, the master plan stands on three key pillars. The first of these is digitalisation. Adoption of digital technology will aid the public service to simplify the human resources management processes, making it easier to execute tasks. Secondly, there is data. All the strategies set forward in the master plan are meant not only to generate data but also to encourage its use in the decision-making process. This information will be crucial in objectifying the decision-making process. Thirdly, the master plan is meant to ensure standardisation of human resources management across the service and guaranteeing a good employee experience across the service, regardless of the job grade or MDA.

This master plan is presented in five chapters. Chapter 1 and 2 cover the introduction and situational analysis, respectively. Chapter 1 looks at the state of the public service and the role of human resource management in the public service and national development. It presents the rationale for developing the master plan, its vision and strategic objectives. The chapter also lays out the strategic pillars, the scope, and the duration of the master plan. Chapter 2 outlines the existing legislations, regulations, policies, practices, tools, systems,

and structures concerning the various aspects of human resources management in the public service. The chapter develops the basis for understanding the rationale for the master plan and how it will be delivered. It thus provides the common reference point for the process of developing the plan, the proposed strategies and prioritisation of activities.

The analysis can provide an appreciation of the risks and benefits to the project and the organisations involved. It gives a snapshot view of an organisation or situation, showing where things stand.

Most of the strategies set out in chapter 3 of this document are focused on reinforcing or setting up systems and structures that will standardise and support the human resources management processes. These strategies are targeted at digital transformation of human resources management in the public service. There are also strategies meant to institute, revise or update existing legislation governing human resources management in the public service.

The implementation process has been broken down into three phases, namely: laying the foundation; institutionalisation; monitoring and evaluation, analysis, and reporting. The laying foundation phase is primarily focused on setting up structures that will enable the successful implementation of the master plan, including revision of existing policies, legislations and guidelines to accommodate these changes. The institutionalisation phase involves a variety of activities including training and sensitisation campaigns, affording resources to effect the necessary changes and providing support and guidance. The final stage of monitoring, evaluating, analysis, and reporting will involve setting tracking indicators, establishing controls that will ensure the changes last and establishing controls to check the changes made, reporting, and celebrating successes.

CHAPTER ONE

1.0 INTRODUCTION

1.1 Background

The Government of Kenya recognizes that human resource is the motor that contributes immensely to the transformation of the country into a globally competitive economy. The human resource management in the public service is aligned to global and national goals including Bottom-up Economic Transformation Agenda, Kenya Vision 2030, Agenda for Sustainable Development Goals and African Union Agenda 2063, which recognise the role of Public Service as a critical enabler for transformation, economic growth and poverty reduction.

In order for the public service to achieve these goals as set out in these development blueprints, it is imperative that a fundamental paradigm shift in the management of human resource be implemented as a reform agenda aimed at enhancing delivery of public services. A high performing public service that will ensure a sustainable and globally competitive economy for the country, can only be achieved through the development of requisite competencies based on national values and principles of governance as enshrined in the Constitution.

Over the years, the management of human resources in the public service has evolved fundamentally in structure through reforms in various aspects. Public sector performance management reforms in the 1990s included the Civil Service Reform and Action Plan, launched in August 1993, which had five components namely: Staffing; Civil Service Organization; Pay and Benefits; Personnel Management and Training; and Financial Performance Management. The components were to be implemented in three phases over a seven-year period. However, the uptake and success of initiatives was minimal.

In 2001, the Government developed the strategy for performance improvement in the public service that spelt out measures and set out the framework for the public service to move away from process orientation to results. The effort was enhanced in 2003 following the launch of the Economic Recovery Strategy for Wealth and Employment Creation (ERSWEC) of 2003-2007 that embraced adoption of Result-Based Management (RBM) principles and tools in public service. The ERSWEC specifically and clearly identified key infrastructural, institutional and sectoral policy measures and programs that were to be pursued by the government in a 5-year period to achieve the desired economic recovery, grow wealth, create employment and reduce poverty.

Targeted measures in ERSWEC reforms included ministerial rationalization and developing strategic plans for ministries/departments; determination of appropriate staffing levels; objective appraisal of staff; undertaking service delivery surveys in all ministries/departments; installing service charters with clear service benchmarks and standards in order to enhance efficiency, transparency and accountability in service delivery; introduction of Performance Contracts and Annual work plans to progressively implement strategic plans among others.

As a response to past economic and social challenges in implementing ERSWEC, the government in 2008, developed the Kenya Vision 2030, a development blueprint that envisions a Public Service that is efficient, motivated and well-trained as one of its major foundations. It envisions Kenya building a public service that is citizen-focused and results-oriented. The Vision highlights one of its primary pillars as the need to build a globally competitive and adaptive human resources base. This is with the aim of meeting the requirements of the country's rapidly industrialising economy. To support this vision the public service must have a plan to ensure that it can identify, attract and retain the best workforce, building a database of the available workforce and ensuring optimal staffing levels at all times.

According to the Employment Distribution of Youth Graduates Across Economic Sectors in Kenya, KIPPRA 2018, a million young people are poised to join the labour force per year, significantly increasing the labour supply. If this increase can be matched by a corresponding increase in good quality jobs, then average household and per capita incomes in Kenya will

increase. In order to unlock the potential of these groups of people joining the labour market each year, it is paramount to enhance efficiency and effectiveness of the public service to drive economic growth and manage this human capital.

The 2013 report on Capacity Assessment and Rationalisation of the Public Service (CARPS) found that there was a need to develop a master plan for human resources management for the public service. Similarly, according to the Human Resources Planning and Succession Management (HRPS) strategy of 2017, human resource planning has been a challenge in the public service over the years, leading to staffing gaps, stagnation of staff in job grades, mismatch of jobs and skills, and a shortage of relevant skills and competencies.

The Human Resource Strategy Framework for the Public Service, 2017 outlines various strategies that will be implemented in the public Service to provide a unified structured approach to human resource management and drive transformation of human resource management practices in the Public Service for purposes of ensuring fairness and equity in management of the Public Service.

The PSC Strategic Plan 2019 - 2024 prioritised development of a HR Master Plan for the Public Service so as to harness the benefits that accrue from the plan. The Commission undertook a Succession Management exercise to address gaps that had been identified in the Staff Establishments for a majority of Cadres in the Civil Service.

For the human resource to effectively steer the transformation process, there is a need for strategies to be put in place. In view of the foregoing, the need for the Human Resource Master Plan that takes into consideration the legislation, regulation, historical challenges and prevailing situation within the public service, cannot be over-emphasized. The Master Plan will also establish policy and procedural recommendations for the improvement of human resource management processes by identifying modern tools to be considered and specific capacity development activities that will drive this transformation. The Kenyan public service will be more responsive to spontaneous changes in the global organisational environment by onboarding and promoting access to technologies that will help with capturing and accessing vital data for strategic planning and decision making

1.2 Rationale for Developing the HR Management Master Plan for the Public Service

Over the last 20 years, new forces such as globalisation, information technologies, and different kinds of innovation have transformed the way citizens think about governance, the role of government and the work done by public service institutions. The change in the public service environment is likely to be even more revolutionary in the years to come. To play its role in national development and service delivery effectively, the public service must plan for its human resources.

Currently, the Kenya Civil Service has a relatively normal distribution curve in its workforce age profile. However, there is a larger percentage, 25.72%, of those aged over 50 years as compared to employees aged 30 years and below, 13.22%. The public service therefore needs to undertake deliberate interventions to develop the younger public servants to take up responsibilities as they are released by the older generation. Table 1 below, outlines the Distribution of officers in Ministries and State Departments by Gender and Age Bracket, while Figure 1 depicts this distribution.

Table 1.0: Distribution of officers in Ministries and State Departments by Gender and Age Bracket

Age Bracket	Female	%	Male	%	Total	% of Total
25 yrs and below	994	57.46	736	42.54	1,730	2.31
26 - 30	3,932	48.13	4,238	51.87	8,170	10.91
31 - 35	4,830	43.31	6,322	56.69	11,152	14.89
36 - 40	5,364	44.20	6,772	55.80	12,136	16.21
41 - 45	4,750	40.97	6,845	59.03	11,595	15.49
46 - 50	4,061	37.47	6,776	62.53	10,837	14.47
51 - 55	3,880	36.73	6,683	63.27	10,563	14.11
56 - 59	2,898	35.05	5,371	64.95	8,269	11.04
60 yrs and Above	135	31.76	290	68.24	425	0.57
Totals	**30,844**	**41.19**	**44,033**	**58.81**	**74,877**	**100.00**

Source: GHRIS Complement Data March 2023

Table 1.2: Distribution of the civil service by age bracket
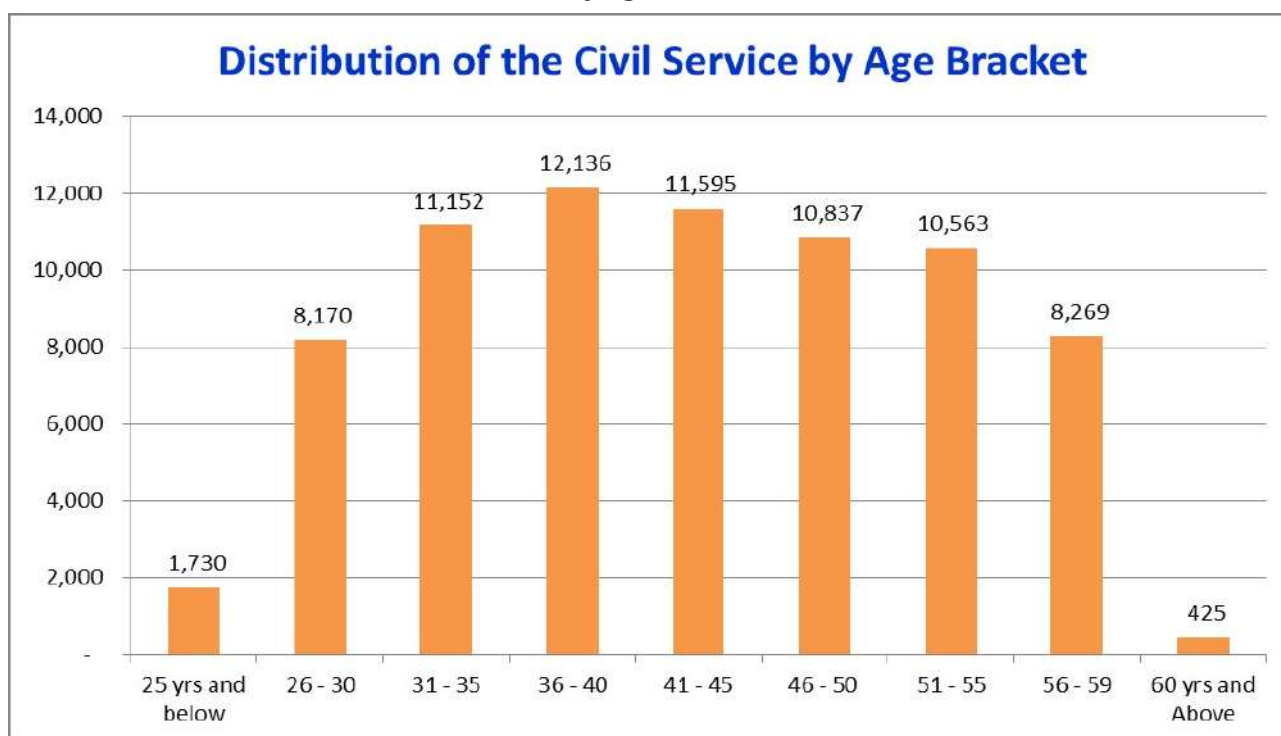
There is a moderate challenge in retention of employees under Generation-Z who usually join the service at the entry level. This could be attributed to perception of low remuneration and unfavourable conditions of service especially in view of global embracement of flexi-work arrangements and technology and lack of clarity in career advancement. Exit interviews are, however, not usually conducted to determine the actual reasons for exit (other than natural attrition) to inform policy on retention. Further, replacement of exiting staff usually takes unduly long periods of time due to the lengthy recruitment process. There is therefore a need to plan, develop hiring strategies and continuous retooling of the existing staff to meet the emerging challenges. Citizens are also changing their service delivery preferences and adopting new economic activities that require new knowledge and skills. Human resource development policies must therefore ensure that these requirements are met.

The recommendations in this plan are thus based on the critical need to find answers to the following pertinent issues, among others:

1.3 Vision of the Master Plan

The Human Resource Master Plan for the public service has a broad vision of building a globally competitive and adaptive human resource base that meets the requirements for national development plans and goals.

1.4 Strategic Objectives of the Master Plan

The general objective of this master plan is to determine human resource requirements in the public service and to design strategies to bridge identified gaps. Specifically, the master plan targets to:

i) Provide an integrated framework for determining human resource requirements in the public service;

ii) Provide strategic interventions for the future of work;

iii) Establish mechanisms for leveraging on technology in human resource planning, management and development programmes;

iv) Identify gaps and challenges for human resources in the public service and appro priate strategies for optimal staffing in line with the national development agenda;

v) Determine skills and competencies required in the public service to support the realisation of the national development agenda; and

vi) Project the budgetary requirements for implementing the programs emanating from the masterplan.

1.5 Strategic Pillars of the Master Plan

This master plan is founded upon four pillars:

a) Setting standards and norms

The essence of this pillar is to harmonise the management of human resources with similar practices across the service regardless of which public entity employees work for.

b) Leveraging information technology in human resource management

The aim of this pillar is to reduce manual interventions in the process of human resource management; automating processes where possible with a bid to enhance speed and accuracy.

c) Data-driven decision-making in human resource management

This pillar promotes the adoption and use of modern human resource management information systems to capture, process, store, analyse and report on human resource data. With centralised data, the public service and the MDAs will be able to make informed decisions based upon data.

d) Continuous capacity building and development

This pillar lays emphasis on the need for continuous capacity building and development. This will ensure that the public service is able to respond to both planned and sudden

changes in the organisation environment.

1.6 Scope of the Master Plan

This master plan focuses on the Public Service at the national government level. It has however been designed in a scalable manner such that it can be customised by the county governments.

1.7 Duration of the Master Plan

This plan is set to run for ten years, from 2024 - 2034. During this time, the projects on the various aspects of HR management which include digitalisation and automation, human resources planning and succession planning, recruitment and selection, performance management, training and development, career management, exit management, human resource audits and accounting for HR will be executed.

The projects will follow a three-phase structure to increase the likelihood of successful implementation. These phases are:

Phase 1: Laying the foundation – 2 years (2024 – 2026)

This is the first phase during which the government will set up the structures and policies that will enable the implementation of the strategies outlined in this master plan. This phase is specifically to prepare the public service in readiness for the changes. The main activities in this stage will include development of new policies and strategies, and revisions on existing policies. This period is the longest of the three, to ensure that the foundational fundamentals are in place before implementation.

Phase 2: Implementation and institutionalisation – 6 years (2027 – 2032)

The institutionalisation phase will involve the rollout of the planned activities in the various dockets of human resources. During this phase, 'user experience' will be evaluated. Feedback will be collected actively from the users and the necessary alterations to the instituted systems and processes implemented. Support will be provided through training and sensitisation campaigns rendered to all relevant parties.

Phase 3: Impact monitoring, evaluation, analysis and reporting – 2 years (2032 – 2034)

The last phase will evaluate the impact of the implementation of the strategies spelled out in this master plan. The evaluation will assess the financial impact, challenges encountered, pros and cons of the changes instituted, and issues arising from the implementation of these strategies.

1.8 Outline of the Master Plan

This Master Plan contains five chapters. Chapter 1 which is the introductory chapter gives the background, rationale, vision and scope of the master plan. Chapter 2 outlines the situation analysis on existing human resource practices in the Kenyan public service. This is informed by data collection processes conducted including interviews, focus groups and surveys. Chapter 3 breaks down the strategies, objectives, tasks/actions, expected results and the actors involved in the processes. The strategies are broken down into the key areas of human resource management. Chapter 4 outlines the institutional framework and Chapter 5 contains the implementation framework of this master plan.

CHAPTER TWO

2.0 Situation Analysis

The basic tenet for Human Resource Management and Development (HRM&D) is that people working in an organisation are its greatest asset and the same holds true for government institutions. The Government of Kenya recognises the need for a strong human resource base for efficient and effective service delivery. Over the years, the government has made huge investments in an effort to streamline the management of human resources across the public service. It is through the collaborative efforts of various stakeholders that the public service has made significant milestones in regard to human resource management.

This chapter, therefore, explores the current situation including practices, norms and prevailing conditions of the public service highlighting both the successes and challenges in the Service. The chapter starts out by analysing the Public Service Establishment, followed by the Legal and Policy Framework for Government Human Resources Management, and an overview of the current thematic areas of the master plan, including Human Resource Planning, Recruitment and Selection, Performance Management, Training and Development, Career Management, Flexible Working Arrangement, Exit Management, HR Audit, and Digitization of Human Resources Processes

2.1 Analysis of Civil Service Staff Establishment

Over a period of five years, the public service has grown by 27% from 198,119 in 2017/2018 FY to 252,007 in 2021/2022 FY. As at March 2023, the civil service workforce was at 74,877 as shown in Table 1, in the previous chapter, with 41.19% of these being female and 58.81% male. The civil service therefore complies with the constitutional requirement of one-third gender rule. A critical analysis of the distribution of the workforce across different grades, however, brings to the fore some critical issues, which form the core of this master plan.

As illustrated in Table 4 below, there is a disproportionate representation across the grade levels. For instance, within the technical grades, 14,339 staff members have served for between 0-10 years, and only 191 staff members in the middle management have served within the range of years. There is a need to strengthen career management to provide for career progression and growth to ensure that staff members do not stagnate in the same positions for prolonged periods of time. It also indicates the necessity to effectively manage recruitment so that the public service does not become extremely 'bottom-heavy' with too many employees remaining for extensive periods of time within the same grade and little growth opportunities for them. Table 2 indicates that the service has been actively recruiting in the past 10 years, as most of the employees (44.73%) belong to this bracket of service period.

Table 2.1: Distribution of Officers in Ministries and State departments by job levels and years of service

Job Level	Years of Service				above 40	Total
	0 - 10	11 - 20	21- 30	31 - 45	above 40	
	0 - 10	11 - 20	21 - 30	31 - 40	above 40	
Policy level CSG 1 & CSG 2 or equivalent) [U and above or equivalent]	43	2	4	6		55
Senior management (CSG 3–CSG 5 or equivalent) [S-U or equivalent]	183	99	385	337	5	1,009
Middle management (CSG 6 & CSG 7 or equivalent) [Job group P-R or equivalent]	259	2,449	2,726	1,519	8	6,961
Technical staff (CSG 8 – CSG 11 or equivalent) [Job group J-N or equivalent]	14,339	11,972	4,274	4,514	73	35,172

Operative staff- (CSG 12 – CSG 15 or equivalent) [Job group E-H or equivalent]	17,204	9,575	1,049	2,076	47	29,951
Support staff (CSG 16 & CSG 17 or equivalent) [Job group A-D or equivalent]	1,463	250	3	11	2	1,729
Total	33,491	24,347	8,441	8,463	135	74,877
Percentage (%)	44.73	32.52	11.27	11.30	0.18	100.00

Source: GHRIS Complement Data March 2023

The centrality of gender cannot be overlooked in human resource planning. Table 5 below shows the distribution of staff across job levels by gender. In all grades, there are more male than there are females. At the policy level, which is the highest level, there are 42 males against 13 females, while at the operational level there are 17,545 male and 12,406 females.

Table 2.2: Distribution of officers in ministries and state departments by job levels, gender and age bracket

Job Levels	F	M	25 yrs and below	26 - 30	31 - 35	36 - 40	41 - 45	46 - 50	51 - 55	56 - 59	60 yrs and Above	Totals
Policy level CSG 1 & CSG 2 or equivalent) [U and above or equivalent]	13	42			1	8	10	12	10	9	5	55
Senior management (CSG 3–CSG 5 or equivalent) [S-U or equivalent]	310	699		2	10	33	43	89	337	394	101	1,009
Middle management (CSG 6 & CSG 7 or equivalent) [Job group P-R or equivalent]	2,448	4,513	1	13	82	358	971	1,336	2,467	1,678	55	6,961
Technical staff (CSG 8 – CSG 11 or equivalent) [Job group J-N or equivalent]	14,667	20,505	879	4,011	5,177	5,175	4,870	5,192	5,261	4,419	188	35,172
Operative staff- (CSG 12 – CSG 15 or equivalent) [Job group E-H or equivalent]	12,406	17,545	642	3,724	5,464	6,166	5,499	4,160	2,462	1,759	75	29,951
Support staff (CSG 16 & CSG 17 or equivalent) [Job group A-D or equivalent]	1,000	729	208	420	418	396	202	48	26	10	1	1,729
Total	30,844	44,033	1,730	8,170	11,152	12,136	11,595	10,837	10,563	8,269	425	74,877
Percentage (%)	41.9	58.1	36.4	16.9	16.7	15.8	13.7	0.5				100.0

Source: GHRIS Complement Data March 2023

2.2   Legal and Policy Framework

The Constitution of Kenya and various Acts of Parliament provide the basis on which the management of human resources in Kenya is anchored. The Public Service Commission (PSC) is mandated to manage human resources in the public service at National level while County Public Service Boards are mandated to manage at the County level.

2.2.1 The Constitution of Kenya

The Constitution of Kenya is the supreme legislation governing the operations of the public service and consequently human resource management. Chapter 13 of the Constitution provides, among other elements, the values and principles of the public service. Article 234 outlines the powers and functions of the Public Service Commission (PSC). Part of the mandate of the PSC is to ensure the effective and efficient working of the public service and to develop human resources within the public service.

2.2.2 Acts of Parliament

Apart from the Constitution, various Acts of Parliament govern the management of human resources in the public service. These are highlighted below:

i) The Public Service Commission Act

The supreme legislation governing the operations of the public service and consequently human The Public Service Commission Act (2017) amplifies the provisions of the Constitution on matters of human resource management and development in the public service. Specifically, the Act outlines the establishment and abolition of offices, appointments, terms and conditions of service, development of human resources, efficiency and effectiveness of the public service, promotion of values and principles, disciplinary control, exit from the public service, hearing and determination of appeals in respect of county governments.

ii) Acts of Parliament

Apart from the Constitution, various Acts of Parliament govern the management of human resources in the public service. These are highlighted below:

a.   The Public Service Commission Act

The Public Service Commission Act (2017) amplifies the provisions of the Constitution on matters of human resource management and development in the public service. Specifically, the Act outlines the establishment and abolition of offices, appointments, terms and conditions of service, development of human resources, efficiency and effectiveness of the public service, promotion of values and principles, disciplinary control, exit from the public service, and hearing and determination of appeals in respect of county governments.

b. Other relevant Acts of Parliament

In the development of this master plan, other Acts of Parliament were also taken into consideration. These Acts directly or indirectly influence the management of human resources in the Public Service. The Acts that were reviewed to inform this master plan include:

i)   Employment Act, 2007;
ii)   Labour Relations Act, 2007;
iii)   Labour Institutions Act, 2007;
iv)   Work Injury Benefits Act, 2007;
v)   Occupational Safety and Health Act, 2007;

vi)   Pensions Act, Revised 2009;
vii)   Retirement Benefits Act, Revised Edition 2022 [1997];
viii)   Fair Administrative Action Act, 2015;
ix)   Industrial Training Act (Amendment Act, 2022);
x)   The Public Service (Values and Principles) Act, 2015;
xi)   The Salaries and Remuneration Commission Act, 2011;
xii)   Public Officer Ethics Act, 2003;
xiii)   Data Protection Act, 2019; and
xiv)   Acts of Parliament that regulate professionals.

The Data Protection Act (2019) was also reviewed with regard to the management of human resources data in the public service.

2.2.3 The Public Service Commission Regulations, 2020

The Public Service Commission Regulations were published in 2020. These regulations provide general guidelines on the management of human resources. The regulations outline the processes, rules, responsibilities and steps to handling various aspects of HR management including establishment of offices, job grading, recruitment and selection, training and development, performance management, career progression and employee mobility within the service, code of conduct and qualifications, disciplinary control, complaint and grievance handling, values and principles, exit management, and reporting.

2.2.4 Public Service Commission (Performance Management) Regulations, 2021

The Performance Management Regulations of 2021 were of particular importance in the development of this masterplan, since some of the main objectives of the regulations are to improve the public services offered by public bodies and ways of improving the efficiency and effectiveness of service delivery by the public service. Under the regulations, all public bodies are expected to develop service delivery standards with respect to the services provided. The regulations also provide a guideline for linking strategic planning, budgeting, implementation and the achievement of results of public bodies. Furthermore, they provide a framework for the measurement of performance and enable the development of a standard for objective performance appraisals.

2.2.5 Public Service Commission (County Appeals Procedures) Regulations 2022

The County Appeals Procedure Regulations published in June 2022 were designed to regulate the process of hearing and determining of appeals by the Public Service Commission that have been filed by public officers or any other person in respect of county governments public service. These regulations impact the process of human resource management owing to their application and involve individuals i.e., all the employees working in the County Government Public Service, County Public Service Boards, County Assembly Service Boards and the Decisions of the County Executives. The regulations also allow any other person dissatisfied or affected by the decision of a county executive to lodge their appeal at a higher level with the Commission.

2.2.6 The Human Resource Policies and Procedures Manual for the Public Service, 2016

The Human Resource Policies and Procedures Manual for the Public Service was developed as a go-to document that provides elaborate detail to support HR practitioners in the public service. The manual is a robust compilation of HR policies and procedures allowing for ease of access to information for decision-making. It encompasses recruitment, selection, appointment and transfers, terms and conditions of service, performance management,

training and development, code of conduct, disciplinary control and labour relations.

2.2.7 The Public Service Commission Guidelines

Various existing regulations, policies and procedures contain general information on all areas of HR management. The government has a number of guidelines that provide specific direction on the management of various aspects of human resources. The guidelines include, among others - the Guidelines for Implementation of Performance Rewards and Sanctions in the Public Service, 2017; Guidelines on Managing Training in the Public Service 2017; Guidelines on the Bond for Training Public Servants 2018; Guidelines to the Staff Performance Appraisal System in the Public Service, 2016, Guidelines for Management of the Public Service Internship Programme, 2019, and Performance Contracting Guidelines, 2023.

2.3 Thematic Areas

This section outlines the focus areas taken into consideration in the evaluation of the prevailing conditions and practices at the time of developing the masterplan. These include human resources planning, recruitment and selection, training and development, performance management, career management, flexible working arrangements, exit management, human resource audits and digitalisation of human resources processes.

2.3.1 Human Resources Planning

Human resource planning is a continuous and strategic process that ensures that an organisation has the right number of employees with the right skills, competencies and attitudes who are properly deployed. Through human resource planning, an organisation is able to anticipate future changes and proactively determine human resource requirements. Human resource plans for public service organisations ought to be: aligned with organisational plans as well as the national development plans; and integrated with other human resource management functions to enhance complementarity. In Public Service organisations in Kenya, however, human resource plans are not in place and where they exist, they are not aligned with the organisational and national development plans and fail to complement other human resource management functions

The Government has made attempts through issuance of circulars and guidelines to the service to have the MDAs prepare human resource plans to inform recruitment and selection through identification of skill gaps. However, Public Service organisations in Kenya are still characterised by a skills gap shortage in critical technical cadres while there exists a surplus of skills in some of the non-technical areas. This is occasioned by absence of targeted training, coaching and mentoring which are key components of human resource planning. There generally lacks a standard way of budgeting for human resources, leading to a lack of structured training and development.

2.3.2 Recruitment and Selection

Recruitment and selection processes aim at attracting and retaining a skilled and motivated workforce that meets the current and future needs of the organisation. Recruitment and selection in the public service is guided by the values and principles of Public Service as stipulated in Article 232 of the Constitution. These values and principles of public service include:

(i) High standards of professional ethics;

(ii) Efficient, effective and economic use of resources;

(ii) Responsive, prompt, effective, impartial and equitable provision of services;

(iv) Involvement of the people in the process of policy making;

(v) Accountability for administrative acts;

(vi) Transparency and provision to the public of timely, accurate information;

(vii) Subject to paragraphs (h) and (i), fair competition and merit as the basis of appointments and promotions;

(viii) Representation of Kenya's diverse communities; and

(ix) Affording adequate and equal opportunities for appointment, training and advancement, at all levels of the public service, of—

(i) Men and women;

(ii) The members of all ethnic groups; and

(iii) Persons with disabilities.

(2) The values and principles of public service apply to public service in—

(a) All State organs in both levels of government; and

(b) All State corporations.

Article 234 of the Constitution of Kenya has conferred upon the Public Service Commission powers to establish and abolish offices in the public service and to appoint persons to hold or act in those offices, and to confirm appointments. The Commission may delegate, in writing, with or without conditions, any of its functions and powers under this Article to any one or more of its members, or to any officer, body or authority in the public service.

The Human Resource Policies and Procedures Manual for the Public Service (May, 2016) provides the basis for recruitment and selection, outlining the processes and mandates of each stakeholder involved.

Currently the service employs the traditional methods of recruitment and selection. These include direct advertising, employee referrals, talent pool databases, word of mouth, use of bulletin boards, promotions and transfers and recruitment agencies among others. The process of recruitment and selection entails the following:

(a) Declaration of Vacancies

Authorised Officers declare vacant posts to the Commission upon recommendation by the Human Resource MAnagement Advisory Committee (HRMAC). The vacancies are based on the MDAs' authorised establishment.

(b) Advertisement of Vacancies

Section 37 of the PSC Act, 2017 provides for advertisement of vacancies in "at least one daily newspaper of nationwide coverage, the radio and other modes of communication". This ensures that the advert reaches the widest pool of potential applicants. Unless otherwise provided in specified legislations or under special circumstances, advertisements allow for twenty-one (21) days for interested applicants to submit their applications.

Applications for civil service jobs advertised by the Commission are submitted online through the Commission's Jobs Portal and received directly in the Recruitment and Selection database. In

cases where the Commission delegates the recruitment to Authorised officers, the applications may be made to the respective Ministry/State Department/Agency in a prescribed format.

(c) Shortlisting

Shortlisting is undertaken by a duly appointed panel and follows a documented criteria drawn from the job advert. Applicants are subjected to the same pre-set criteria that considers representation of Kenya's diverse communities, gender rule, persons with disabilities and any other applicable consideration. For promotional positions, all qualified serving officers are shortlisted and given an opportunity to compete for available vacancies.

(d) Interviews and Selection

Interview questions are agreed upon and possible responses discussed before the interviews to ensure that all the panelists are in sync. The panel provides reasonable accommodation for PWDs including presence of aide, use of assistive devices and support. The interview Panel recommends to the Commission the candidates for appointment based on results of the interviews.

(e) Appointment

The decision to appoint is made by the Commission and in accordance with Constitutional provisions on merit, gender and PWD consideration, and inclusivity and communicated in writing to the Authorized Officers for implementation.

(f) Appeals on Recruitment

Anyone dissatisfied with the recruitment process may appeal to the Public Service Commission. Such an appeal should be in writing, provide detailed and adequate reasons for dissatisfaction with the process; and be made within reasonable time of finalization of the recruitment process.

There have been meaningful collaborations between MDAs and the Commission's recruitment and selection directorate during and after the recruitment processes. MDAs initiate the recruitment process by submitting job indents to the Commission for approval/advertisement. The MDAs also nominate Ministerial technical representatives to participate in the shortlisting and interview processes.

A key challenge in the recruitment process has been the long lead time between advertisement of vacant positions and conducting the interviews/finalisation of the recruitment process. This has been as a result of a number of factors, namely, the size of the public service, the number of recruitment campaigns, the number and quality of candidates applying for the various positions and lack of an automated/structured system that links recruitment and selection to the national development priorities and agenda.

2.3.3 Training and Development

Training and development involves the provision of skills, knowledge, competencies, appropriate attitudes and values to an employee that are necessary for efficient and effective public service delivery. Training and development uses an integrated approach to ensure that employees are provided with opportunities for improvement of individual, group and organisation effectiveness. Such approaches include on-the-job learning and formal training in the form of skills enhancement, career development, and competency-based programmes, as well as coaching and mentoring.

The Constitution of Kenya bestows the Public Service Commission with the mandate to develop human resources in the public service and to ensure that the service is efficient and effective in its performance. The Kenya Vision 2030 and the Third Medium Term Plan (2018 - 2023) have

emphasised human resource development as key to national transformation. Vision 2030 three pillars on economic, social and political development rely greatly on the availability of a highly trained, adaptive, and productive human resource base.

In order to achieve the expectations of the Constitution and the Vision, the government has instituted a variety of programmes to encourage and spearhead capacity building in the public service in the long-, medium- and short-term. Implementation of these programmes is guided by various legislations, regulations, policies, guidelines and frameworks.

Section 56 of the Public Service Commission Act (2017) provides guidelines on human resource development in the public service. The Public Service Commission Regulations (2020) also amplify the need for ensuring that training and development is in accordance with the provisions of the PSC Act, 2017 and give further guidelines on enhancing management of the human resource development function in the public service.

The Commission developed and released the Human Resource Development Policy (2015) , which provides a framework for the human resource development function in the public service. Further, Competency Framework for the Public Service (2017) was developed that guides on requisite competencies that an employee needs in order to perform a job task within a job classification. The Public Service career guidelines, currently existing as schemes of service, also provide the relevant training and development needs required by employees to acquire skills, competencies and right attitudes that enable them to advance in their careers.

The government has set up various mechanisms to support training and development in the service. First, there are multiple training funding mechanisms including reimbursable self-sponsorships, development partner funding, training revolving fund, and the private-public partnerships. Secondly, the government receives technical assistance through international cooperation whereby public service employees learn on the job from experts within a programme/project setting.

Thirdly, the government has set up institutions primarily for training and development of public servants. Such institutions include the National Defence College, Kenya School of Government, and Kenya School of Monetary Studies, among others, all of which offer a variety of training courses for different professions. In addition, the government collaborates with professional bodies for continuous professional development of its employees.

Fourthly, there are vast opportunities for peer-to-peer learning within the government. These opportunities are in the form of working in teams and or with experienced colleagues in the course of delivery of specific assignments or tasks. These learning interventions allow for benchmarking and adoption of best practices between government agencies.

Fifth, the government offers one-year internships to upskill the youth who have graduated from training institutions. Internships offer innumerable benefits to recipients, including furnishing young professionals with the skills and professional experiences that boost their employability within and beyond the public service.

Despite the above efforts by the government, training and development in the public service is faced with some challenges which includes but not limited to the following:

a) For a long time, training opportunities have been supply-driven instead of being demand-driven. This has led to inadequate linkages to ensure supply of trainings which are responsive to the requirements of the service; and training programmes that do not bear immediate benefits for effective service delivery. This calls for comprehensive training needs analysis to limit and eventually eliminate supply-driven training programmes.

b)   Inadequate funding for training and development programmes. Unlike in the 1980s, 1990s and early 2000s when training and development received adequate funds, the funds have continued to decline with the dwindling resources and competing priorities in government. The training budget has been hit the hardest by government austerity measures, resulting in lip-service to human resource development programmes.

c)   Introduction of cost sharing policies in training and development of government employees in both mainstream and semi-autonomous public institutions that reduced funds for training and development in training institutions. The objective was to enable institutions to generate their own support funding for the services offered or to make these institutions self-sustaining and stop reliance on the government exchequer altogether. The policy adversely affected Government training institutions as they focused on commercial courses that would generate revenue as opposed to emphasis on developing skill sets needed in the public service.

d)   There is a lack of structured framework for coordination of government training and capacity building programmes to enable planning of all training activities in the service and evaluation of its impact. Where some mechanisms have been put in place, for instance the requirement for development of training projections by MDAs, there is no strong enforcement or sanction mechanism.

e)   There is a lack of structured collaborations between professional bodies and MDAs and training institutions to add value to training and capacity development interventions. Currently, there is no structured method of building these relationships between the MDAs, professional bodies and training institutions to tap into these opportunities.

f)   There is a challenge in measuring the effectiveness and value of training and its impact on productivity. It has been generally difficult for the MDAs and the Commission to keep track of the trainings conducted and the impact they have on the employees as individuals and groups.

g)   There lacks a structured way of undertaking coaching and mentorship in the public service due to lack of policies and guidelines in place. Coaching is one of the approaches in capacity building or professional development aimed at assisting an employee improve their work. It involves equipping employees with the knowledge, tools, and opportunities necessary for them to be effective. Mentoring is a long-term relationship related to identification and nurturing of potential for a whole person. It involves goals, process and feedback while the mentor helps to provide insight and understanding through intrinsic observations by becoming more aware of their own experiences. Currently, coaching and mentorship has not been entrenched in the service as a mechanism for employee development. Equally, there are no clear guidelines to assist in implementation of coaching and mentorship in MDAs

h)   The Government has not embraced and institutionalised the use of technology in the delivery of training to public officers which is more widely accessible and cost-effective for both the Government and the learners.

i)   The Government is at the infant stage of embracing e-learning as a way of capacity building for its officers. For instance the , eLearning & Development Institute (eLDi) of the Kenya School of Government (KSG) (formerly known as Kenya Development Learning Centre - KDLC) that was established under the Ministry of State for Public Service in 2003 by an order of the Minister of Education, Science and Technology under section 10 of the Education Act Cap 211 of the laws of Kenya, has not been fully effective in delivering eLearning programmes Lack of effective monitoring and evaluation mechanism for training and development of government employees. While the Commission has attempted to periodically

monitor and evaluate training and development programmes, there is little impact as there is inadequate monitoring and evaluation, and minimal follow up of reporting as necessary.

2.3.4 Performance Management

The Vision 2030 provides an opportunity for significant productivity growth, through among other interventions, assessment of the productivity levels across sectors and monitoring productivity growth. In addition, there will be a need to identify and implement productivity improvement approaches. This will ensure the Vision's objective of attaining competitiveness will not be hampered by low productivity growth.

In the Public Service, performance management processes have come to the fore as a means of providing a more integrated and continuous approach to the management of performance compared to previously isolated and often inadequate performance appraisal schemes.

Performance management is based on the principle of management by agreement or contract rather than management by command. It emphasises development and the initiation of self-managed learning plans as well as the integration of individual and organizational objectives. It can, in fact, play a major role in providing for an integrated and coherent range of human resource management processes that are mutually supportive and contribute as a whole to improving organizational effectiveness.

Performance management embodies a set of activities, tools, and mechanisms intended to measure and evaluate results to ensure continuous improvement through work planning, budgeting, reporting, monitoring and evaluation.

The Public Service performance management framework is anchored in the Constitution and other enabling legislation including the Public Service (Performance Management) Regulations, 2021. The legislation provides clear mechanisms for holding public bodies accountable for results. The Regulations provide a framework for development and review of performance management tools such as performance contracts, staff performance appraisal system, and service delivery standards. The aim is to link planning, budgeting, implementation and measurement of performance in public bodies.

Over the years, various performance management tools have been applied in the management of performance in the Public Service. However, the implementation of such tools have been hindered by a number of challenges as outlined below:

a.   Vision 2030 and Medium-Term Plans

The Kenya Vision 2030 is implemented through five-year Medium Term Plans (MTPs) which identify thematic and priority areas of focus in implementing the Vision over a period of five years. Different sectors draw their developmental goals and objectives from the MTPs. It is a requirement for all public sector organizations to refer and anchor their respective development agenda and priorities on the Vision 2030.

Although there has been good progress in the implementation of the Vision 2030 and MTPs, a number of challenges have emerged including inadequate performance management coordinating mechanism in overseeing the implementation of priority areas; weak monitoring and evaluation systems; weak project selection and prioritization affecting productivity of investments; low absorption of development partner funds in the development budget slowing down project implementation; and inadequate structure and strategy for improving the country's productivity and competitiveness.

b.   Sectoral Plans

The Public Service is organized into sectors that bring together a number of Ministries, State Departments and Agencies (MDAs) that perform inter-dependent functions which create synergy and harmony in the execution and delivery of services. However, currently, most sector plans are not aligned to the developmental goals and objectives within priority areas identified in the existing MTPs. Inadequate synchronization between the sectoral plans and MTPs have hindered performance and delivery towards the achievement of Vision 2030 objectives.

c.   Strategic Plans

MDAs are required to develop five-year strategic plans that clearly outline the vision, mission, goals, strategic objectives, targets and expected outcomes. The strategic plans also identify the required human and financial resources to achieve the identified strategic objectives. However, some MDAs have not aligned their strategic plans to sector priorities, MTPs and Vision 2030 development priorities leading to lack of the requisite focus.

d.   Performance Contracts

Performance Contracting (PC) was rolled out in 2003 as a key pillar in the institutionalisation of performance management in the public service. All government institutions are on a Performance Contract which provides a framework for linking planning and budgeting processes to ensure maximum benefits from the use of national resources, enhance capacity of public service institutions to deliver services more efficiently and effectively, measure and evaluate performance and link rewards and sanctions to measurable performance.

Despite its successes, there remain a number of areas in which the application of PC could be improved. Such areas of improvement include: the strengthening of linkage between PC and Performance Appraisal; developing clear criteria for measuring results; improved capacity of the moderators and evaluators in negotiating targets and verification of performance results. Other areas include: flexibility in the implementation of targets between various institutions and within an institution; outcome-focused targets; timely signing of contracts; engagement of external stakeholders in setting of PC targets and evaluation of PC results through peer reviews among other approaches. In addition, improvements may be required in the areas of clarity on linkage between rewards and sanctions and performance outcomes; and improved alignment between the PC cycle and short and longer term planning and budgeting framework; and mitigating the risk of lethargy to sustain the implementation momentum.

e. Annual Work Plans and Annual Budgets

The five-year strategic plans for MDAs are implemented through work plans that prescribe a set of activities to be undertaken at both the individual and organizational level within a financial year. The scope of activities undertaken by MDA's hinges on the resources available as appropriated annually through the budgetary process. It is out of these activities that quarterly and annual targets are developed based on the available resources. The work plans implementation process has been affected by several challenges which include: poor target setting; inadequate budgets and inaccurate data. This eventually hampers capacity building and human resources enhancement plans in MDAs, thereby affecting performance management and the effectiveness in overall service delivery.

f.   Staff Performance Appraisal System (SPAS)

The Staff Performance Appraisal process provides a mechanism for employees to contribute to the achievement of organizational objectives through work planning, delivery and evaluation of performance. It facilitates communication between the appraisee and appraiser through a

structured feedback mechanism.

Some of the challenges in the implementation of SPAS include: poor cascading of performance contract targets to lower levels; lack of ownership and support among the staff; ineffective linkage between planning, budgeting, target setting and evaluation; lack of a comprehensive incentive scheme to reward high performance and sanction poor performance; perceived subjectivity in the implementation process; limited efforts to improve overall performance within institutions; and inadequate job descriptions. In addition, most Public Service organisations have not embraced SPAS thereby viewing it as a tedious process and only do appraisals as a ritual; and the current appraisal system is not able to monitor and evaluate digital jobs or those who have embraced flexi working.

g.   Citizen Service Delivery Charters

Citizen service delivery charters enhance levels of citizens' awareness on the service obligations of public organizations, citizens' obligations, range of services offered, prescribes the standards for service delivery; feedback and redress mechanisms. Among the challenges associated with the service charters includes perception that commitments in the service standards are unrealistic given staff shortages and other resource constraints, as well as failure to adhere to the commitments set out in the charters.

h.   Rapid Results Initiatives (RRI)

The Rapid Results Initiative is a results based management (RBM) tool used by Ministries, Departments and Agencies to deliver results. Deployment of RRI's in MDA's to fast-track delivery of services and mainstream results based management has yielded significant results in the public service. The Initiative has continued to be embraced in the public service to clear backlogs in their operations. However, an assessment of the sustainability of RRI has yielded mixed results. In some instances, RRIs are perceived as one-off targets and officers focus exclusively on the RRI targets at the expense of other duties.

i.   Business Process Re-engineering (BPR)

BPR entails radical rethinking and redesigning of business systems with a view to eliminate redundant processes, reviewing organizational structures and management systems. BPR in the public service is aimed at attaining dramatic improvements in critical measures of performance, such as cost, quality, service and speed.

Among the challenges faced in the implementation of BPR includes poor project design that preserve private interest(s) of some process owners; policy and legislative conflicts; bureaucratic structures, silo mentality and resistance to change; failure to manage risks; and inadequate scalability of reforms perceived to be only housed in designated centres.

j. Performance Management Systems

The performance appraisal system in the public service is currently administered through the Government Human Resource Information System (GHRIS). On the other hand, the government performance contracting information system is under the Public Service Performance Management Unit. The stand-alone nature of these systems poses a challenge in relating institutional performance to individual performance and in applying rewards and sanctions objectively for excellent or poor performance. The current performance management systems in the wider public service are neither integrated nor interoperable in terms of functionality.

2.3.5 Career Management

Career management is a lifelong process geared towards building the ability to attract and retain capable, competent and well-motivated employees. It involves systematically matching individual career goals and capabilities to opportunities available for their fulfilment leading to career growth and attainment of organisational goals and objectives. Career management is a critical process that influences staff motivation and retention. It is an important consideration in succession planning processes.

Career planning entails four stages namely establishment, advancement, maintenance and exit. To complement career management interventions, it is expected that the public service organisations will put in place other employee retention strategies. The strategies would include streamlining the recruitment process, providing competitive compensation and benefits, fostering work-life-balance and implementing employee engagement initiatives. Receiving and acting upon regular feedback from employees, monitoring and implementing career management trends would enable the organisation to have a robust career management.

Globally, competition and demand for improved service delivery has necessitated the need for increased focus on career management issues for employees. The demand has pushed organisations to place employees at the forefront in career planning, including management of their career expectations and aspirations as they offer their services besides strategizing on talent retention.

Section 55(7) of the Public Service Commission Act, 2017 requires the Commission to establish the necessary structures that will among other purposes provide for career progression and mobility of public officers as part of the career management practice in the Public Service.

A number of initiatives and reforms have been undertaken over time to address career management in the Public Service. These include review and banding of the Civil Service grading structure; review of performance management systems; harmonisation of grading of posts in the Public Service; and re-designation of officers to other cadres among others. These initiatives have however not been integrated and have mainly been applied in a piecemeal manner to address emerging challenges such as succession management, ballooning of the wage bill, labour and industrial relations, and matters concerning affirmative action.

Careers in the public service have over time been managed through Schemes of Service. The schemes served the service well by clearly defining career structures, job descriptions and specifications at each level, establishing standards for recruitment, training and development, and defining requirements for advancement within each career structure. This was aimed at ensuring appropriate career planning and succession management. However, emphasis has mainly been on educational and professional qualifications attached to the career with little or no focus on attendant performance and experience. This often resulted in progression of employees to senior positions but may not possess the requisite competencies for performance at those levels.

Over time, it has become necessary to relook at the way careers are managed in the public service in a bid to accommodate emerging skills and trends in a fast-evolving labour market. Career management in the public service has, however, not been quite effective, leading to staff stagnation and subsequently becoming a succession management challenge. Schemes of service have been rigid and not conforming to the current trends in career management. There have been weak linkages between existing career guidelines/schemes and key result areas to achieve required organisational outputs/outcomes. Therefore, there is a need to review the existing career management structures in the public service to streamline and integrate them with other human resources management functions.

In spite of the existence of guidelines that prop up management of careers in the public service,

there are no frameworks or mechanisms in place for ensuring effective monitoring and evaluation of the implementation of the provisions of these guidelines. This has often created disharmony in the management of employees' careers by advantaging some and disadvantaging others by sheer differences in interpretation of the career guidelines.

The HR Master Plan aims to address emerging careers and how current jobs can be re-engineered. Since digitalization has altered the nature of work, it poses many challenges to workers' skills. Rapid digitalization makes digital skills a necessary part of a worker's toolkit. Digital skills, according to the European Digital Competence Framework, refer to 'the confident, critical and responsible use of, and engagement with digital technologies for learning, at work, and for participation in society These skills cover a wide range of sectors, including information and data literacy, processing and management, communications and collaboration through digital means, digital content creation, etc.

According to the WEF estimate, around 40 per cent of workers will require reskilling for up to six months. Consequently, developing workers' digital skills is highlighted in order to meet the challenges stemming from changing technologies and new ways of working. Alongside digital skills, employees need non-cognitive skills such as soft skills, human literacy and socio-emotional skills to adapt to the digitised workplaces.

HR can also ensure that clear changes are made to recruitment and capability-building processes by determining the characteristics of a "purpose driven" employee and embedding these attributes within recruitment, development, and succession planning.

Effective career management requires linking of talent to value, where the best talent is shifted into critical value-driving roles. That means moving away from the traditional approach, in which critical roles and talent are interchangeable and based on hierarchy.

2.3.6 Flexible Working Arrangements

Flexible working is an arrangement where employees can choose their own working hours and patterns. It provides an alternate environment or schedule from the traditional working day and week. Flexi working arrangement is becoming increasingly popular in today's workforce as it provides employees with greater scheduling freedom in how they carry out their employment duties and considers one's personal life. It entails flexibility in schedule of hours worked, amount of hours worked and the place of work. This arrangement therefore allows for greater work-life balance, unlike the constraints found with the traditional work schedules. Flexible work arrangements are being globally recognised and adopted by organizations as a tool to increase productivity and to better balance the professional and personal lives of their staff.

Flexible working arrangements should however, be differentiated from leave. Leave is considered taking an off from a working day formally, while a flexible work arrangement is an adjustment to the normal working hours, pattern and location.

Forms of Flexible Working Arrangements

There are various forms of flexible working arrangements. These include:

i) Hybrid Working Arrangement

Hybrid work is a form of flexi working arrangement where some employees spend some of their time working remotely (from home or another location) while some work in the office/workplace. The mode of working emphasises more on accomplishment of work rather than the place from where the work will be accomplished. The main challenge with this mode of working is coordination and supervision of the work being done by those working remotely and those performing the work

from the physical workplace.

ii) Staggered Working Hours/Flexitime

This is a flexible working arrangement where all the staff are expected to be physically present at work during a core period of a working day and complete the remaining working hours standardised for the day either, before or after the core period of working. For instance, the core period may be 11.00 a.m. to 3.00 p.m. Some employees may therefore report at 7.00 a.m. and leave at 4.00 p.m., while others may report at 11.00 a.m. and leave at 7.00 p.m. This means they will be all available at the workplace between 11.00 a.m. to 3.00 p.m. This mode of working is favourable to staff who need to fit work around other commitments, such as dropping kids off at school, staff with nursing babies, studying a college course or making it easier to access public transport, or avoid rush hour traffic.

iii) Telecommuting

Telecommuting is a flexitime working arrangement where staff work from outside of the employer's office or physical workplace, such as from home, using internet, email, telephone and any other means favourable for communication with the office. Employees may still need to attend work at the workplace occasionally, such as for physical meetings, debriefing and work review sessions.

The mode of flexible working requires availing of requisite technology and equipment, at the disposal of the employee. For employers, therefore, the mode of flexible working poses a challenge in providing access to the technology needed to carry out work and connect with colleagues while maintaining security and productivity. However, telecommuting can be an extremely effective arrangement and potential benefits include reduced absenteeism and improved morale. There is also the feeling of increased freedom and discretion because telecommuters are spatially and psychologically removed from direct face to face supervision.

iv) Remote Working

It is a flexible working arrangement where staff do not necessarily commute to a central place of work like an office or attend team sessions but work remotely outside their physical working offices or locations. It allows for greater flexibility as staff can work from anywhere. However, staff are expected to participate in work activities through video conferencing. However, this requires employing technology which may pose a challenge for most MDAs and employment relationships become increasingly blurred with time.

Remote workers are not required to attend team sessions or office-based meetings, although they may participate through video conferencing.

v) Condensed Work Weeks/Compressed work hours

This is a flexible work arrangement where staff work for longer hours for some days to cover the standard full-time working hours into fewer days than normal. resulting in fewer working days. For instance, a four-day working week rather than a five-day working week.

vi) Part-Time Working

Part-time is a flexitime work arrangement where staff work for less than full time hours. It is convenient for parents with young children and students who need more time and energy to accomplish other tasks. t Institutions/Employers can engage part-time staff to carry out work that will not take up sufficient time to justify a full-time position. For employees, part-time working allows them to earn some money alongside other responsibilities, such as studying or raising children.

Part-time workers are usually not entitled to the same employee benefits as full-time staff.

vii) Shift Working

Shift work describes a flexible work arrangement where staff are scheduled on rotations. The working day is divided into different scheduled times, which are then allocated to employees, meaning different groups of workers will be carrying out their duties at different times of the day. It is especially common for organisations which operate 24-hours a day, seven days a week. Staff work hours which differ from conventional 8.00am to 5.00pm working hours, and may also have to work for different hours from one day to the next or from one week to the next either during working night or day shifts. For employers, shift work offers advantages in ensuring work can be carried out at all times of the day. However, shift work has also been linked with a variety of negative side effects related to employee well-being, which means it needs to be carefully managed in order to avoid putting undue stress on the workforce.

In the public Service, the most common forms of Flexible work arrangements are shifts and Part-Time Work. This is mainly in the medical and security sectors. While flexi time as a concept has been in operation in the developed world, in Kenya it has not been seen as a viable option in both the public and private sectors with most employers opting for physical presence and interaction with their employees.

A proposal to introduce flexi working arrangements in the Public Service was in 2018 considered as not viable and abandoned. In addition, virtual meetings were almost non-existent before the year 2020. The challenge posed by the Covid-19 epidemic however, necessitated reconsideration and introduction of flexi work arrangements both in the public and private sector as a way of ensuring continuity and uninterrupted service delivery. Consequently, remote working arrangements which included working from home, virtual meetings and introduction of shift working arrangements even in non-traditional areas became the norm. This shift in modus operandi however, was unplanned and was basically a reaction to deal with a supposedly short-term challenge. It therefore did not put into consideration monitoring and evaluation mechanisms, supervision, objectivity in work allocation among other aspects.

Benefits of flexible work arrangements

Employers and Staff reap many benefits through flexible work arrangements. These include:

i)   Better work-life balance - Flextime gives the employees autonomy to create a work schedule that integrates cohesively with their personal life. "At the heart of flextime is the ability for employees to be in control of their work and personal life'

ii)   Attracting high-performing and retention of employees - in the current day, staff places high importance on work life balance when looking for a job which flexitime upholds.

iii)   Reducing absenteeism - staff plan their work schedules which they align to their personal needs reducing the times when they need to be absent form work.

iv)   Increasing ability to handle stress and improved well being as staff can modify the working hours to accommodate activities that foster good health like being with their family, attending gym, creating time for personal development among others.

v)   Boosting productivity- flexitime allows staff to work when they are most physically and mentally available since the work schedule aligns to their needs and this can result to increased productivity

vi)   Decreasing hiring and office costs- Allowing staff to plan work schedules that work for

them directly minimises turnover reducing the need for continuous hiring and this saves time and cost for the institutions. Institutions do not need to acquire and maintain large office spaces; not all staff work from the office at the same time.

Challenges of flexible work arrangements

i) Employees take advantage of flexible work too much - slacking off or spending time with their friends instead of working.

ii) Unreliable employees since they may not be loyal to a particular employer

iii) Managing time and evaluating staff performance becomes a challenge

iv) The need for structure for some forms of flexible work arrangements

v) An inability to separate being at home and being at work

vi) Difficulties in handling clients with employees who are remote, telecommuting or part-time

vii) Security of information that is accessed remotely may be compromised especially in government setting.

viii) Overtime costs when employees work beyond normal working hours

ix) Technology and related costs since it is the main driver of flexible working arrangements

x) A decrease in human relation and interaction leading to blurred employment relations and difficulties in protection of employees who work remotely

Implementation of flexible working arrangements in the government of Kenya will translate into many changes in human resources management. There will be a need to upskill managers with the capacity to manage staff in such an environment. Handling remote teams and even teams working at different times will require leadership and planning skills different from those required when managing a team that works at specific times of the day.

The most common hindrances to implementation of flexible work arrangements include:

i) The Public Service does not have any formalised policies and legislations that govern flexible working arrangements.

ii) Poor telecommunication infrastructure, internet connectivity, and data security.

iii) Absence of frameworks and mechanisms for managing performance remotely.

iv) High levels of specialization and diversification of roles make it difficult for other people to take up the work done by a specific individual when they are away.

v) The approach to flexible working is not standardised.

vi) A majority of documents are manual and hence the need to be in the office to access them. It is hard for employees to be productive from home.

2.3.7 Exit Management

Exit management is the process of smoothly managing the employees' separation from an organisation. It encompasses the procedures followed during separation of an employee due to voluntary resignation or termination from the term of employment. An efficient exit management can help an organisation to: recognize why employees are leaving; identify gaps in retention strategies and bridge them; manage attrition-related costs; improve organisational culture; identify opportunities to enhance employee development; ensure compliance with policies, regulations and legislations; promote transfer of skills and institutional knowledge within the organisation; and ensure seamless transition of employees out of the organisation.

The Public Service has established various forms of exit from the Service, as well as guidelines which govern administration and management of separation from the service. These forms of exit include; resignation, termination in accordance with the terms of appointment, expiry of contract, retirement on attainment of mandatory retirement age, retirement under the '50 Year Rule', retirement on marriage, retirement on medical grounds, on abolition or re-organization of office, dismissal and death.

On exit from the service,either retirement upon attainment of the mandatory retirement age or through any other form of exit, an employee is entitled to a pension or terminal benefits in accordance with the prevailing law and regulations.

The Public Service operates under different pension schemes. The civil service, for example, operates under a dual pension scheme system with both contributory and non-contributory schemes. The previous Scheme dubbed Defined Benefits Scheme entirely depended on exchequer funding. The government introduced the Public Service Superannuation Scheme (PSSS) with effect from 1st January, 2021 where all public servants in the civil service, teachers employed by the Teachers Service Commission, and the Disciplined Services (National Police Service, Prisons Service and National Youth Service) aged below 45 years were required to contribute to their pension benefits. All new employees as from that date automatically joined the contributory scheme. Other public service organisations operate various forms of defined contribution pension schemes as provided in their human resource instruments.

The superannuation scheme aims to introduce a contributory pension scheme funded by both the public servants and the Government with a view to easing the pension burden on the exchequer thus freeing public funds for other critical national priorities while at the same time ensuring that the pension budget remains sustainable. In addition, the scheme will allow portability of pension benefits thus allowing free movement of staff into and out of Government.

Prevailing regulations provide for payment of service gratuity at the end of a contract or on determination of a contract. This consists of either full payment at the end of the contract or on a pro-rata basis on termination of the contract before the due date. Where the separation is on grounds of abolition or re-organisation of office, the employee is entitled to payment of a severance pay determined in accordance with the laid down regulations.

On dismissal from the service an employee is entitled to their pension contribution and other accrued benefits based on their terms of employment. On the other hand, upon death of an employee, the legal beneficiaries are paid a death gratuity and dependents pension as per prevailing regulations.

Effective exit management enhances the psychosocial wellbeing of employees. Therefore, starting the process of preparing for exit from the service at the point of entry helps alleviate anxiety related to separation.

Challenges associated with exit management include:

a) **Transitory problem that delays payment of entitlement -** The primary challenge that has consistently plagued individuals exiting from the service is a delay in the processing of final dues. The delays may stem from among others; the lengthy processes associated with processing the dues, the manual nature of the computation process, delayed submission of documentation required in the processing cycle, incomplete records, records that are not updated, lack of proper forecasting and budgetary constraints for exits.

b) Inadequate knowledge transfer - The public service currently lacks a structured way of harnessing knowledge from employees exiting the service. The most pressing concern facing the public service workplace is organisational brain drain through exit of technical and professional staff, further exemplifying the challenge of knowledge transfer and knowledge retention. In addition, the government has not institutionalised channels such as exit interviews in order to get feedback from employees who leave the service for various reasons, a practice which would be beneficial in collecting useful data to help enhance service delivery and employee retention.

c) Inadequacy of social and health security programs - there is inadequate psychosocial support and health security for employees exiting from the service. These include lack of insurance and inadequate or no organisation backed medical cover for the retiring employees. Retirees end up paying for medical expenses out of pocket for lack of adequate medical cover. Due to the high risk that emanates from age related complications, the premiums demanded to get medical cover are high hence unaffordable to most retirees.

d) Existence of succession gaps – where separation is not managed efficiently or where the exit is abrupt and unexpected, there may exist succession gaps in the organisation which affect service delivery.

2.3.8 Human Resource Audit

Human Resource Audit is an objective examination of the application and implementation of human resource policies, practices and procedures to ensure uniform application of rules and regulations with regard to HR, administrative and organizational practices. It identifies gaps and limitations and appropriate interventions recommended so as to enhance compliance, efficiency and effectiveness of HR practices and systems. It entails examining, reviewing and evaluating compliance levels of legislations, policies, procedures, systems and practices with respect to Human Resource functions.

The Constitution, under Article 234(2)(d), mandates the Public Service Commission to investigate, monitor and evaluate the organisation, administration and personnel practices of the public service, This is further emphasised by the Public Service Commission Act 2017 and PSC Regulations, 2020. Further, the Commission is responsible for the promotion and evaluation of values and principles of public service in all organizations under its mandate and to oversee the individual financial disclosures by all public officers under the Public Officer Ethics Act, 2003.

The Commission has delegated certain powers to Authorised Officers in the Ministries, Departments and Agencies. The rationale behind this delegation is to facilitate faster decision making at the organizational level. However, to avoid abuse or misuse of these powers, the Commission established a Compliance and Quality Assurance department which assists the Commission in ensuring that the delegated powers are properly applied, policies complied with, decisions implemented, and officers' grievances attended to.

The public service is responsible for delivery of efficient and effective services to its citizenry. The Citizens are increasingly becoming knowledgeable of their rights to receive quality services from the government. This calls for government organizations and institutions to review the way of working to inculcate the culture of good governance, accountability, transparency, effectiveness and efficiency in their service delivery. To ensure transformation of services to be efficient and

effective for the economic development of the country, oversighting these institutions is key.

Over time the Commission has developed various human resource policies, frameworks, guidelines and circulars to guide in conducting compliance audits, investigations, monitoring and evaluations to ensure that its mandate is fully executed in all public service institutions. However, these efforts have not fully succeeded as they are applied differently by public service organizations leading to inconsistencies. There is also non-prioritisation of HR Audit as an important HR function and inadequate implementation and follow-up of recommended remedial measures where audit is undertaken.

Human Resource Audit function in the Ministries, Departments and agencies is wide and covers all the primary components which include: Human Resource Information Systems, Recruitment and Selection, Training and Development, Succession Management, Performance Management including Performance Appraisal, Harmonizing Skills and Functions, Human Resource Planning, Employee Relations, Employee Communication and Counselling, Payroll Administration, Management of Change,Compensation and Benefits. Human Resource Audit has the potential to bring about optimum utilization of resources in the public service organizations.

2.3.9 Digitalisation of Human Resources Processes

Digitalisation is the process of changing the operating model of an organisation from manual to digital technologies for efficient and effective service delivery. It is the practice of utilising technology to enhance corporate processes. Over the years, the Public Service has undertaken various reforms and initiatives aimed at leveraging technology in human resource management. The Public Service has implemented various Human Resource Information Systems (HRIS) to enhance the capturing, storage, retrieval, analysis and reporting of human resources data in the public service.

The systems in use in HR management in the Public Service include:

i)   Integrated Payroll and Personnel Database (IPPD) system: Introduced in 2004, IPPD has five key components - complement control, payroll administration, budget for personnel emoluments, education and skills inventory, and personal details module. When introduced, IPPD improved payroll management and reduced duplication of personnel records. Some of the benefits of this system include increased speed of processing, efficiency in retrieval of data, improved corporate image of the public service, increased transparency and accountability, secure storage facility of data, and automated report generation. The Web based IPPD Module provides a facility to disseminate employees payroll information as required.

ii)   Government Human Resources Information System (GHRIS): The main objective of GHRIS is to provide a One-Stop-Shop HRIS for management of all Human Resource (HR) aspects in Government. It is aimed at providing a "from entry to post exit" centralised, web based, self-service information system for HR managers, individual employees and other stakeholders. This system has the following primary modules; recruitment and selection, employee management, training and development, career management, Staff Establishment, performance management, and payroll administration. GHRIS offers the following benefits - enhanced accessibility of data, tracking and automation of critical reports, automated performance appraisal, enhanced confidentiality of personnel data, and enhanced efficiency in service delivery.

There are other systems implemented by different MDAs and Commissions all aimed at enhancing specific aspects of the HR processes. These include:

i)   Recruitment and Selection System (R&S) implemented by the PSC - the system is used for advertising of vacant positions, online applications by the general public and employees,

application processing including dissemination of appointment information.

ii)   Teachers Service Commission Systems - the TSC has a number of stand alone systems that are used in the management of employees in the teaching service. These include; the Teachers Online application module, the Teachers Performance Appraisal System (TPAD), the Third-party deductions management module, and the Payslips dissemination modules.

iii) Integrated Human Resources Information System for Health (IHRIS) - the system is used in the Health Sector to keep track of the employees in that sector. The system keeps track of employees and their deployments in the health sector across the country.

iv)   Integrated State Corporations Information System (ISCIS) - The system is used to track the performance and management of State Corporations. It is managed by the inspectorate of State Corporations. The main aim of the system is to have a centralised information system for management of State Corporation Boards. The system is updated with the composition of Boards, their performance and other administrative aspects that pertain to the same.

v)   Pension Management Information System (PMIS) - the system was implemented in the pensions department with the aim of improving service delivery to pensioners. The system automated and integrated all pension payroll systems. Management reports from PMIS are made available as and when required thus enhancing the speed of decision making. At the same time, payments to pensioners were wired directly to payee accounts in various commercial banks through linking to the Electronic Funds Transfer (EFT) system.

vi)   Integrated Financial Management Information System (IFMIS) - the system is used for management of financial transactions in the Public Service. In Terms of HR, the IFMIS system is used to effect the payment to employees and Third Parties.

vii) Enterprise Resource Planning (ERP) Systems (implemented as stand-alone systems in various public service organisations) - The systems are used for undertaking various processes in the organisations. In HR, they are used to maintain employee records as well as payroll processing.

There are ongoing efforts to automate various processes in Human Resource by implementing several HRIS. The efforts are being implemented by various organisations independently.

Following the outbreak of Covid-19 pandemic, the Public Service embraced online meetings as a way of mitigating against spreading the disease. This trend of online meetings has continued post-pandemic. There has been a realisation of the benefits such meetings bring, these include allowing people to meet at their convenience, reducing travel times, reaching more audience at a go in case of online sensitization and training. These meetings take place over a variety of platforms including Google Meet, WebEx, Zoom and Microsoft Teams, which can be harnessed and adopted across the Public Service.

The HR systems implemented in the Public Service, although functional and presenting many benefits to HR practitioners, also present challenges. Some of these challenges include:

i)   Data fragmentation

Due to the multiple systems used in the government, human resources data is fragmented. This limits the ability of the government to make data-guided decisions on strategic factors such as management of the wage bill, budgeting and planning, and human resource management in general. This undermines the efficiency and accountability in staffing for service delivery.

ii)   Task duplication

The duplication of certain activities in the public service due to the nature of systems leads to resource wastage. For instance, IPPD data input is repeated in IFMIS. Once data is uploaded in IPPD, it is not automatically transferred into IFMIS but has to be keyed in afresh. The same is observed between the PSC R&S system and GHRIS. The two systems do not communicate with each other effectively, necessitating a fresh data capture.

iii) Lack of Integration and interoperability

There are gaps in the integration of the systems in use in the public service as a result of them having varied technological setups. This makes it difficult to integrate the various interrelated processes and systems. The appreciation for a central system that integrates various government systems and enhances interoperability is evident.

iv) Incomplete development and deployment of HRIS in the Public Service

The systems currently deployed in HR management in the Public Service are not fully developed hence   there are modules that are yet to be deployed. As such, it is not possible to utilise the full potential of these systems for HR management. The capacity of these systems to hold heavy traffic is also very low. During peak periods there are extended periods of inaccessibility and downtimes, which limits the capacity to deploy other modules of the systems and utilise the existing modules efficiently.

v) Slow adoption and uptake of HRIS in government

Public Service employees have not fully adopted the use of HRIS currently in operation in government. There is a hybrid mode of operation in the Public Service where some organisations operate manually while others have deployed HRIS. Where HRIS has been deployed, not all the functionalities are in operation across the organisation. This results in slow uptake of the systems hence hindering user experience and service delivery.

vi) Data security

Data security remains a primary concern in many organisations. When data is hosted in a HRIS, organisations have to create tight cybersecurity structures to protect the information from manipulation, loss or corruption. Cybersecurity attacks are rampant across the Service affecting the quality of service provided through digitised systems.

CHAPTER THREE

3.0 STRATEGIC INTERVENTIONS

This chapter focuses on the strategic interventions to address the challenges outlined in the previous chapter. The strategic interventions are intended to address the challenges affecting human resource management in the public sector. The interventions entails policy development and review, development of transformative and enabling strategies, resource mobilisation, deployment and rationalisation. It is envisaged that the interventions will lead to improvements in performance and service delivery. In the short and medium-term, the Master Plan aims to primarily address retention and productivity strategies. To enhance the likelihood of realising the strategic objectives, strategies may not be implemented as single interventions rather, they will be implemented as a combination of contextually relevant interventions. The integrated approach to implementing the strategies will take into account potential complementarities to create synergy.

The strategies are broken into facets of human resources management. Each strategy focuses on achievement of specific objectives in line with the general objectives of the master plan. The key activities and expected outcomes of each strategy include relevant actors who will ensure the strategy is fully executed.

3.1 Human Resources Planning

A results oriented public service is a prerequisite for the country's social-economic transformation as envisaged in the various national development plans. Human resource planning is the process of identifying human resource requirements for effective service delivery, forecasting labour supply and making plans for meeting the identified needs.

The alignment of the human resource plans with the organisational plans and the national development plans is a prerequisite for ensuring that human capital makes an impact on performance and productivity. It is therefore critical for Public Service organisations to develop and implement human resource plans.

The key human resource planning activities entails:

i. Scenario planning through an assessment of dynamics in the environmental and likely impact on staff requirements.

ii. Demand forecasting through the estimation of future staffing requirements and competences by analysing organisational and functional plans and forecast of future activity levels. The forecast can be undertaken by use of techniques such as managerial judgement, ratio-trend analysis, work study, and forecasting skills and competence requirements.

iii. Supply forecasting by estimating the supply of people by analysing current resources and future availability after allowing for wastage. The forecast will take into account labour market trends relating to the availability of skills and demographics.

iv. Forecasting requirements through the analysis of demand and supply forecasts to identify future deficits or surpluses using appropriate models.

v. Preparation of plans to address forecast deficits through internal promotion, training or external recruitment. Plans for downsizing may also be developed where necessary. It also involves development of retention and flexibility strategies.

This section outlines key strategic interventions to ensure effective development and execution of human resource plans across the public service.

Strategy 1- To institutionalise human resource planning in the Public service through the integration of human resource plans with other HR functions and aligning them with organisational and national goals

Objective – To ensure optimal staffing levels and effective utilisation of staff across the Public service

Interventions

i. The PSC shall issue a circular on the annual calendar of Human Resource Planning activities including; submission of organisational structures, recruitment indents, advertisement of vacancies, recruitment and selection, promotions, appointment of new appointees, among others.

ii. Analyse the mandate of the Ministry/State Department/Agency through functional analysis.

iii. Develop/review organisational structures, grading structures and staff establishments in line with the mandates of the institutions.

iv. Conduct workload analysises to determine staffing requirements in terms of numbers and competence levels.

v. Determine staffing gaps by comparing current staffing levels with the projected requirements.

vi. Develop human resource plans (including succession plans) to address identified gaps through prompt filling of vacant posts, promotions, deployment career planning, training among other interventions.

vii. Develop and maintain an up-to-date skills and competencies inventory for all the employees

viii. Determine and develop a budget that is integrated with the medium-term plans and annual organisational plans.

ix. Establish a monitoring and evaluation framework.

Table 3.1: The key human resource planning activities

Strategy	Interventions	Key actors	Expected results
To institutionalise human resource planning in the Public service through the integration of human resource plans with other HR functions and aligning them with organisational and national goals	(i) Issue annual calendar on Human Resource Planning Activities at the beginning of every financial year (ii) Analyse the mandate of the Ministry/State Department/Agency through functional analysis. (iii) Develop/review organisational structure, grading structure and staff establishment in line with the mandate of the MDA. (iv) Conduct workload analysis to determine staffing requirements in terms of numbers and competence levels. (v) Determine staffing gaps by comparing current staffing levels with the projected requirements. (vi) Develop human resource plans (including succession plans) to address identified gaps through prompt filling of vacant posts, promotions, deployment career planning, training among other interventions. (vii) Develop and maintain an up-to-date skills and competencies inventory for all the employees. (viii) Align HR plans to the annual budget. (ix) Establish a monitoring and evaluation framework.	a) PSC b) MDAs	a) Calendar on Human Resource Planning Activities b) Redesigned organisational structure and staff establishment in line with MDA mandates. c) Continuous monitoring, reporting and tracking of staffing gaps and staffing levels against requirements. d) Succession and recruitment plan to address gaps. e) Centralised and updated skills inventory for the entire public service. f) Align HR plans to annual budgets to support implementation .

3.2 Recruitment and Selection

Recruitment and selection strategies will help bridge the gaps in the recruitment and selection processes currently pertaining in the Public Service. The strategies are aimed at modernising recruitment and selection, improving efficiency, enhancing candidate experience, and improving the quality of appointed candidates.

Strategy 1: Institutionalisation of annual recruitment plans

Objectives: To align recruitment and selection to the budget cycle

Planning for recruitment will guide the public service to determine who needs to be recruited, when and how; what are the best places and modes to advertise different roles to maximise relevant applications? What is the best way to interview and assess skills? How will attrition be minimised between acceptance and on boarding? what is the timeframe for recruitment and what contract types will best serve the needs of the public service organisation.

Annual recruitment plans will be linked to the MDAs overall Strategic Plans. An automated annual recruitment plan tool will be implemented to ensure uniformity and standardisation of recruitment and selection activities across the public service. The online tool will be linked to the payroll and complement component hosted on the Human Resource Information System (HRIS). The annual recruitment plans will aid in identifying posts falling vacant over the year and keep track of those earmarked for priority recruitment. The annual recruitment plan shall contain the following details:

   i.   Name of the recruiting MDA;

   ii.   Confirmation of National Treasury concurrence on funding;

   iii.   The post, the approved establishment, number of available vacancies in the grade;

   iv.   The number of vacancies in the grade intended for filling within the year;

   v.   Reason for/occasioning the vacancies/ justification for the vacancies;

   vi.   The duties and responsibilities, job and candidate specification;

   vii.   The proposed salary scale, job grade and reporting mechanisms;

   viii. Any consideration for affirmative action; and

   ix.   The terms of service applicable to the post.

The interventions will include:-

   i.   Standardisation and institutionalisation of the recruitment plans as part of the MDAs' annual work plans

   ii.   MDAs prepare annual recruitment plans in line with the MDAs' annual HR plans.

   iii.   Link recruitment plans with the overall Budget Plans for the organisation.

   iv.   MDAs will submit the annual recruitment plans to the Commission for incorporation into the Commission recruitment calendar for the year;

   v.   PSC to oversee the implementation of recruitment plans and track progress.

The Commission may make provisions for recruitment of staff outside the annual recruitment plans in very special circumstances such as sudden exits from critical posts, re-organization of government or unforeseen circumstances such as pandemics.

Strategy 2: Entrench recruitment and selection norms and standards

Objective: To entrench norms and standards in recruitment and selection in public service

Uniform norms and standards create harmony in service delivery in public service organisations. Norms and standards in recruitment and selection will ensure effectiveness, fairness, equity and observance of the law in selection practices. The interventions will include:

i.   Develop a recruitment and selection policy for the public service;

ii.   Implement recruitment and selection policy and service delivery standards in the public service; and

iii.   Monitor and review implementation of annual recruitment work plans and take remedial actions as appropriate.

iv)   Adhere to service delivery charters to enhance accountability in the public service on recruitment and selection

Strategy 3: Develop an Employee Resourcing Strategy

A resourcing strategy will help the public service institution get the right people with the right skills into the right roles at the right time. The strategy is concerned with how the organisation recruits, retains, upskills, and supports staff. This equips the organisation with expert employees to enable it to meet its strategic objectives. The strategy looks at talent retention and development, employer brand, resource planning and utilisation. Additionally, the strategy will define employee value propositions that would be incorporated into the recruitment and selection process across the public service.

Objective 1: Create a pool of globally competitive workforce

The recruitment and selection process aims at attracting and retaining competent, committed and engaged workforce. Through the resourcing strategy, MDAs will have a more structured approach to resourcing. The key interventions under this strategy will include:

i)   Recruitment and selection of talented persons through a rigorous process.

ii)   Create and maintain a database of potentially qualified employees both internally and externally

iii)   Headhunting talent, especially for leadership positions and where there are scarce and rare skills;

iv)   Keeping in touch with past interviewees who might be perfect-fit for future roles and quick on-boarding;

v)   Implementing referral programs;

vi)   Partnering with local training institutions and universities to identify future required talent; and

vii)   Develop and implement an employee retention strategy.

Objective 2: Build employee Value Proposition/Create an employer brand

An organisation's employee value proposition consists of what an organisation has to offer that prospective or existing employees would value and which would help to persuade them to join or remain with the organization.This includes remuneration and non-financial factors crucial in attracting and retaining people. They include the attractiveness of the organisation, the degree to which it acts responsibly, diversity and inclusion, work–life balance and opportunities for personal and professional growth.

The aim is to become 'an employer of choice', an organisation's employees are proud to associate with. The public service will implement programmes that will make the government an employer of choice.

Interventions

i)   Analyse both financial and non-financial factors that ideal candidates look for in a job and take this into account in deciding the terms and conditions of service.

ii) Offer competitive remuneration in line with public service regulations.

iii) Draw contracts of service with clear deliverables and terms of engagement.

iv) Reinforcing public service values of professionalism, innovation, teamwork, citizen focus and inclusivity will form the foundation of the culture that will enable retention of top skills and perception of the public service as 'a great place to work'.

v)   Continuously monitor and evaluate performance and results.

vi) Design and implement programmes to bridge identified performance gaps and entrench a culture of continuous learning and development in the public service.

Strategy 4: Adopt other recruitment models

Objective: To enhance accuracy and improve objectivity in the identification of qualified candidates

In order to increase the objectivity of recruitment and enhance the predictive validity of the process, the government will adopt modern methods of recruitment and selection, including the use of competency-based interviews, practical tests of skills required for the job and other scientific tools such as psychometric assessments. Such recruitment and selection assessments tools available in the market and their applicability across different levels include:

i)   Situational judgement tests: These are psychological evaluations that present candidates with hypothetical cases and ask them to identify the most appropriate response.

ii) Cognitive assessments: These assessments evaluate the capacity of an individual to make decisions and solve problems.

iii) Personality assessments: The assessments evaluate personality constructs.

iv) Leadership assessments: These are structured, custom-made assessments used to evaluate the leadership potential and/or competence of mid-level and senior management personnel.

v)   Multi-dimensional assessments: They evaluate different aspects of a candidate including personality traits, experience, interests, drivers (motivators), and use this information to determine their suitability for a specific role.

Intervention

Adopt competency-based interviews, practical tests of skills required for the job and other scientific tools such as psychometric assessments.

Strategy 5: Partner with professional bodies or institutions in recruiting professionals

Objective: To engage professional hires

Partner with professional bodies or institutions in the identification of suitable qualified candidates, and who are registered with relevant professional bodies or institutions.

Interventions

i.   Partner with professional institutions to assist in the recruitment and selection process;

ii. Placing adverts for vacant positions on the notice board, flyers and website of professional bodies;

iii.   Utilise professional bodies to assist identify candidates who have the requisite qualifications and in good standing with respective professional bodies or institutions;

iv.   Supporting employees to pay membership subscription fees in professional bodies to enhance their professional standing; and

v.   Obtain referrals for suitable candidates from professional bodies.

Table 3.2: Institutionalisation of annual recruitment plans

Strategy	Interventions	Key actors	Expected results
Institutionalise annual recruitment plans	i) Standardisation and institutionalisation of the recruitment plans as part of the MDAs' annual work plans ii) MDAs prepare annual recruitment plans in line with the MDAs' annual HR plans. iii) Link recruitment plans with the overall Budget Plans for the organisation. iv) MDAs will submit the annual recruitment plans to the Commission for incorporation into the Commission recruitment calendar for the year; v) PSC to oversee the implementation of recruitment plans and track progress.	MDAs PSC	Recruitment plans for all MDAs aligned with the budget and other HR plans.
Entrench recruitment and selection norms and standards	(i) Develop e recruitment and selection policy for the public service; ii) Implement recruitment and selection Policy and service delivery standards in the public service; iii) Monitor and review implementation of annual recruitment work plans and take remedial actions as appropriate. iv)Adhere to service delivery charters to enhance accountability	PSC MDA	1) Adoption and application of norms and standards for recruitment across the public service. 2) Data on satisfaction with the recruitment process to facilitate process improvement.
Develop a sourcing strategy	i. Develop and implement an employee retention strategy ii. Recruit and select talented persons through a rigorous process. iii. create and maintain a database of potentially qualified employees both internally and externally	PSC MDAs	Strategy that promotes collaboration among MDAs and with the PSC to promote the perception of the government as an employer of choice

	iv. Headhunting talent in leadership positions and where there are scarce and rare skill;		
	v. Keep in touch with past interviewees who might be perfect-fit for future roles and quick on-boarding;		
	vi. Implementing referral programs;		
	vii. Partnering with local training institutions and universities to identify future required talent.Analyse what ideal candidates look for in a job and take this into account in deciding the terms and conditions of service.		
	viii. Offer competitive remuneration in line with public service regulations.		
	ix. Draw contracts of service with clear deliverables and terms of engagement.		
	x. Reinforcing public service values of professionalism, innovation, teamwork, citizen focus and inclusivity will form the foundation of the culture that will enable retention of top skills and perception of the public service as 'a great place to work'.		
	xi. Continuously monitor and evaluate performance and results ; and		
	xii. Design and implement programmes to bridge identified gaps and entrench a culture of continuous learning and development in the public service.		
	xiii. Adopt competency based interview, practical tests of skills required for the job and other scientific tools such as psychometric assessment		
Adopt other recruitment models to improve objectivity of the recruitment process	i. Use of competency- based interviews and practical tests of skills that are needed for execution of the job; and ii. Introduce the use of scientific recruitment tools such as psychometric assessment tests to increase the objectivity and predictive validity of recruitment processes.	PSC	An objective and verifiable method of selecting successful candidates to fill advertised public service jobs

| Partner with professional bodies or institutions for professional hires | i) Partner with professional institutions to assist in the recruitment and selection process.

ii) Place adverts for vacant positions on the notice board, flyers and website of professional bodies;

iii) Utilise professional bodies to assist identify candidates who have the requisite qualifications and in good standing with respective professional bodies or institutions;

iv) Support employees to pay membership subscription fees in professional bodies to enhance their professional standing; and

v) Obtain referrals for suitable candidates from professional bodies

vi) Commission nominates individuals for positions occurring in other service commissions or offices. | PSC

MDAs | i) Mapping of potential professional bodies to partner with for recruitment purposes

ii) Monitor engagements and collaboration with identified partners. |

3.3 Performance Management

Performance management is a dynamic and ongoing process aimed at enhancing organizational performance by cultivating the capabilities of individuals and teams. In an ever-evolving work landscape, performance management is a crucial driver for improving public institutions. By optimizing staff performance within a structured framework encompassing planned goals, standards, and competency requirements, public organizations can ensure better results. This section presents strategies for enhancing the impact of performance management interventions at individual, departmental, organizational, and national levels, taking into account the evolving landscape of the future of work.

Strategy 1: Aligning Government Institutional Arrangements and Structures for Optimal Performance

Objective: Institutionalize efficiency and effectiveness in service delivery by ensuring that government organizations are tailored for their intended purposes.

 Interventions:

 a. **Alignment of MDAs priorities to National Development Goals**

   i) Integrating various performance improvement initiatives into organizational enhancement strategies to address performance-related challenges within the Public Service.

   ii) Developing guidelines to ensure sector plans, strategic plans, work plans, and budgets are aligned with national development goals through the performance management framework.

   iii) Creating an automated and integrated performance management system to establish a

foundation for stakeholder collaboration in performance management processes across the public service.

b.   Institutionalise customer-centric approach to service delivery through performance improvement interventions

To ensure a customer-centric approach to service delivery, MDAs will need to enhance their human resource capabilities by strengthening performance management systems and tools, providing staff training, and implementing incentives. This will require allocating adequate resources to performance improvement programs and fostering a culture of continuous improvement. Specific activities to achieve this objective will include:

i)   Appointment of Performance Management Champions within MDAs who will be responsible for driving a customer-centric performance culture. These champions will lead and support performance improvement initiatives, ensuring that the organization prioritizes the needs and expectations of customers.

ii)   Conduct institutional diagnostics to assess the current state of service delivery within MDAs. Based on the findings, develop and implement transformative programs aimed at enhancing the quality and efficiency of services. These programs should be designed to sustain public service reforms and transformation efforts.

ii)   Establish a comprehensive framework for coordinating performance across the public service. This framework should encompass performance metrics, data sharing, and communication mechanisms to align efforts across various government entities. It should adapt to the evolving work environment, including remote work and digital service delivery.

iv)   Regularly conduct productivity reviews and value-for-money assessments to ensure that MDAs are operating efficiently and effectively. These assessments should help identify areas for improvement, resource optimization, and cost-saving measures. They should be carried out with a focus on delivering services that meet the evolving needs of customers.

c. Standardizing Performance Management Practices Across the Public service.

Government institutions will operate within a framework of uniform norms and standards in managing performance. This will include:

i)   Development and issuance to the public service, guidelines on service delivery standards, service delivery charters and staff performance appraisal tools to ensure uniformity in the management of performance across the public service;

ii)   Public sector institutions will align their respective performance management frameworks and practices with the prevailing standards. This will be achieved through comprehensive audits to identify gaps, build capacity to meet expected standards and design service improvement programmes.

iii)   Establish a monitoring and enforcement system to ensure that government institutions adhere to the standardized performance management standards. This includes regular assessments of compliance and holding institutions accountable for meeting these standards. Compliance audits should consider the changing nature of work and technology adoption.

Strategy 2: Enhancing Service Delivery through Performance Monitoring and Evaluation

Objective: Provide accurate, reliable, and credible feedback to inform performance improvement and foster a culture of performance excellence

a.   Performance Monitoring, Evaluation and Reporting

Performance monitoring and evaluation ensures that set objectives are met and where challenges exist, corrective measures are put in place.

The following activities will be undertaken to enhance this process:

i)   Creating and regularly updating a database/catalogue of services or products by MDAs that are easily accessible to both government officials and the public.

ii)   Enhancing the performance contracting process by making it more interactive and integrating it with other performance management systems and tools to enable a dynamic and real-time approach to performance measurement, accommodating remote work and ensuring that goals remain relevant and adaptable.

iii)   Developing a productivity policy and tools with requisite indicators to facilitate measurement of productivity, taking into consideration remote and flexible work arrangements across the various sectors;

iv)   Regularly conducting research and policy analysis to stay informed about best practices, emerging trends, and evolving challenges in the public sector. This research will provide valuable insights for improving service delivery and adapting to the changing needs of citizens and stakeholders.

v)   Implementing a system of regular performance capability reviews for MDAs to assess their ability to meet set objectives. These reviews should be conducted with a forward-looking approach, considering the anticipated changes in the work environment and technology adoption.

vi)   Ensuring that relevant information on the impact of existing policies and programs on performance is communicated to stakeholders. This information should be shared transparently to facilitate their understanding and support. The communication should also reflect the implications of the changing work landscape on service delivery.

vii)   Analyzing performance data collected from various sources to identify trends that can inform decision-making on performance improvement. These trends should encompass shifts in service demand, emerging challenges, and opportunities for innovation, particularly in light of the future of work.

b.   Monitoring Citizens Satisfaction Levels

In an era where citizens increasingly expect value for their money, public service organizations must focus on meeting these expectations through effective performance management interventions. The Master plan envisions a citizen-centric public service that engages citizens in identifying their needs and expectations and takes relevant actions to enhance service delivery. The interventions to achieve this vision include:

The interventions include:

i) Development of an Integrated Service Delivery framework that encourages service providers to collaborate and coordinate their efforts. This framework should enable seamless service delivery to customers, including the integration of services for more efficiency and effectiveness. It should adapt to the changing work environment, including remote work and digital service delivery.

ii) Implementing an integrated service delivery system that allows real-time customer feedback. This system should enable citizens to provide feedback on their experiences with public services. The feedback loop should be designed to capture evolving expectations and adapt to the future of work.

iii) Taking corrective measures to address service gaps based on data collected from customer satisfaction surveys, exit surveys, perception surveys, and service surveys. These surveys should not only identify issues but also serve as a proactive tool to make improvements and align service delivery with evolving customer needs.

iv) Developing a citizen scorecard to evaluate the performance of Ministries, Departments, and Agencies (MDAs) in delivering services. This scorecard should provide a clear and accessible assessment of how well MDAs are meeting citizen expectations. It should reflect the changing work environment and technological advancements; and

v) Empowering citizens to demand accountability in service delivery through information, education, communication, and stakeholder engagement. Citizens should be informed about their rights, services available to them, and how they can actively participate in shaping public services to meet their evolving needs.

Strategy 3: Institutionalising a Culture of Excellence Across MDAs

Objective 1: Entrenching Recognition for Outstanding and Exemplary Performance

The government is committed to promoting a culture of excellence in public service and recognizing those who go above and beyond in delivering exceptional service to citizens. To achieve this objective, the government will develop and implement a Public Service Excellence Award Scheme, which aims to honour individuals, teams, and organizations for their outstanding contributions to service delivery. This award scheme will recognize achievements that positively impact citizen-centric service delivery, performance excellence, public service values, ethics, and innovation.

The public service excellence award scheme is aimed at establishing a culture of excellence in service delivery through:

i) Recognition of Public Officers for Exemplary Performance: Identify and acknowledge public officers who consistently demonstrate outstanding performance in their roles. Recognize their dedication and commitment to providing high-quality services that align with the evolving needs of citizens and the changing work landscape.

ii) Recognition of Public Institutions for Service Excellence: Celebrate public institutions that excel in delivering services to citizens. These institutions will be recognized for their commitment to upholding the highest standards of service delivery, demonstrating efficiency, and embracing innovative practices to better serve the public.

iii) Establishment of Fair Criteria for Recognition and Awards: Develop transparent and fair criteria for recognizing and rewarding exceptional performance. These criteria should ensure that the evaluation process is equitable and aligned with the government's goals for service excellence.

To effectively implement this strategy and achieve the objective, the following activities will be undertaken:

i)   Enhance the rewards and sanctions policy to make it more effective in promoting a culture of excellence. Recognize and incentivize exemplary performance while ensuring that underperforming individuals and entities are held accountable.

ii)   Establish a publication framework that ensures transparency in the selection and recognition process for the awards. This framework will provide information to the public, allowing citizens to see and understand how excellence is being acknowledged.

iii)   Publicly recognize and celebrate the achievements of award winners. This recognition and publicity will inspire others to strive for excellence and showcase the government's commitment to delivering exceptional services.

iv)   Create mechanisms for sharing and transferring best practices among award recipients and other public service entities. Encourage the spread of innovative ideas and approaches that enhance service delivery.

v)   Establish a framework that encourages innovation adoption and application within public service organisations. Innovation should be a core component of delivering excellent services and adapting to the evolving work environment.

vi)   Develop performance improvement plans that outline specific strategies for enhancing service delivery. These plans should be designed to help public service entities continually improve and meet the expectations of citizens in an ever-changing work landscape

TABLE 3.3: Performance Management Strategies, Interventions and Expected Results

Strategy	Interventions	Key actors	Expected results
Institutionalise e-learning in the public service	i) Review of existing policies and guidelines on training and development to mainstream e-learning. ii) Provision of tools, equipment and facilities to support virtual, online, mobile and blended learning. iii) Development of e-learning modules and training programmes.	• PSC • MDAs	i) Adoption and application of e-learning solutions in the public service ii) Ease of access to e-learning facilities among learners. iii) Reduced training expenses as a result of reduction in operational costs related to training. iv) Effective use of KDLC
Re-engineer the training function in the public service	Enhancing the oversight role of the PSC to ensure effective application of prevailing regulations and standards on training.	PSC	effective monitoring of training activities across the public service

Training Impact Assessment	Measurement of the outcomes or developmental changes arising from training interventions that can have an influence on job performance.	PSC	Training impact assessment reports.
Partnership with relevant training and development institutions	i) Conduct and publish labour market analysis to evaluate competencies required and skills in short supply. ii) Build partnerships with training institutions to enhance linkage between skill set requirements and training programmes offered by the institutions	• Ministry of Labour • PSC • MDAs	i) Annual labour market analysis on skills demand and supply, labour migration and labour employment metrics. ii) Partnerships with training institutions to deliver excellent quality in the service.
Build coaching and mentoring capacity in the public service	i) Create a mentoring policy for the public service ii) Provide a succession-planning matrix	PSC	iii) Standardise succession planning matrix for use across all MDAs iv) Mentoring policy published for use in the service

3.4 Training and Development

This section highlights key strategic interventions to bridge the gaps in knowledge, skills and competence requirements. The interventions are geared towards embracing modern training and development approaches, leveraging appropriate technologies and enhancing collaboration with relevant stakeholders in capacity building of staff. Further, the strategies seek to provide a basis for enforcing fidelity to existing legislations, regulations and guidelines for management of training and development, as well as monitoring and reporting on the impact and value of training conducted in the public service.

Strategy 1: Institutionalise e-learning in the public service

Objective: To enhance efficiency and effectiveness in training, learning, and development by leveraging on digital technology.

Training and development approaches in the public service are mainly classroom based. This tends to be expensive, difficult to coordinate, time consuming, limited to a small number of employees and inflexible. E-learning platforms provide auxiliary and improved learning experiences beyond those available in the classroom. Large number of employees can participate in training programmes from the comfort of their workplaces or homes. such programmes are easy to coordinate and cost-effective.

Institutionalisation of e-learning in the public service will entail the following:

1. Review of existing policies and guidelines on training and development to lay emphasis on e-learning;

2.   Provision of tools, equipment and facilities to support e-learning. These will include:

i)   Appropriate hardware such as laptops, tablets, desktops, projectors, digital cameras etc;

ii)   Access to internet and power supply; and

iii) Designated rooms that are equipped with relevant facilities; and

iv)   Effective use of Kenya Development Learning Centre (KDLC) at Kenya School of Government (KSG) to embrace e-learning

3.   Development of e-learning modules and training programmes in the public service.

4.   Regular sensitization programs on available e-learning programmes among all employees.

Strategy 2: Re-engineer the training function in the public service

Objective: To address current inequities in training and development in the public service.

Enhanced oversight on training and development activities across the public service will ensure standards are adhered to in the entire process of training and development of staff across the MDAs. This will also address perceived inequalities across and within the MDAs in the allocation of training resources and opportunities. Through e-learning platforms, it will be easier to monitor training activities across MDAs.

Strategy 3: Training Impact Assessment (TIA)

Objective: To determine the extent to which the desired training outcomes have been achieved

Training impact assessment entails measurement of the outcomes resulting from training and development interventions. The purpose of training impact assessment is to assess the extent to which training interventions have achieved the intended objectives. The outcome of the assessment informs further action.

The Public Service Commission shall spearhead training impact assessments in the public service. The MDAs shall undertake training impact assessments every two years using standard templates and formats as prescribed by the Commission. The reports will highlight the nature of training conducted in the MDAs, and the specific benefits and impact thereof in the short, medium and long term. In turn, this will enable the Public Service Commission and the MDAs to improve on the quality of trainings being offered within the service, identify alternatives for low-impact trainings, cascade high-impact trainings and monitor the budgetary expenditure on training vis-à-vis the returns on the training expectations.

Strategy 4: Partnership with relevant training and development institutions

Objective: To align training and development programmes offered by training institutions to skills, competences and attitudes requirements in the public service

In some instances, the training programmes offered by training institutions do not meet the needs of the public service and some training institutions may be offering courses which are either obsolete or could be obsolete in the near future.

The government will partner with training institutions to enhance linkages between the skills set requirements in the service and training programmes offered by the various institutions.

This strategy is meant to promote collaboration between the education sector and the job market, ensuring that the training offered by training institutions provides value to the employment market.

The collaborative framework shall support quality assurance of the respective competency development training, and in ensuring the application of uniform professional standards. In addition, collaboration with professional bodies is important in enforcing professional discipline across the board.

The Commission in collaboration with the Ministry responsible for Labour will assess labour market needs within the public sector and publish reports on competencies, and skills that are in short supply and recommend appropriate interventions. The reports will be shared with institutions undertaking training and development programmes in the public service to inform development of critical skills in the country.

To ensure that funding for critical training is available the government will foster collaborations with development partners focusing on training and development requirements for public service employees.

Strategy 5 – Build coaching and mentoring capacity in the public service

Objectives: Development of employees through coaching and mentoring to promote transfer of tacit institutional knowledge, skills and attitudes across the public service.

Workplace mentorship and coaching facilitates transfer of critical skills, competencies and work ethos. Through coaching and mentorship government institutions are able to prepare high potential employees for more challenging roles in the future. The government will develop a coaching and mentorship policy framework and guidelines to standardise and institutionalise the practice across the service.

Strategy 6. - Establishing a stand alone Public Service Training Fund

Objectives: To establish a centralised institution funded by the government which will provide funds for training and programmes within the government.

The Public Service Training Fund shall be established under the Ministry responsible for Public Service and will provide finances to all government institutions. The Training will be divided into a Specialised Training Fund and Programme Development Fund. The establishment of the fund is aimed at improving the efficiency of implementing programs and service delivery within the government; increasing the technical and professional knowledge within the public servants; achieving required certifications/licences and embracing new professional standards and best practices; and building capacity in specialised government focused areas.

The Public Service Training Fund will call for proposals and send guidelines at the beginning of every year for the public service institutions to send their request to the Training Fund.

Table 3.4: Training and Development Strategies, Interventions and Expected Results

Strategy	Interventions	Key actors	Expected results
Institutionalise e-learning in the public service	ii) Review of existing policies and guidelines on training and development to mainstream e-learning. ii) Provision of tools, equipment and facilities to support virtual, online, mobile and blended learning. iii) Development of e-learning modules and training programmes.	MDAs PSC	i) Adoption and application of e-learning solutions in the public service ii) Ease of access to e-learning facilities among learners. iii) Reduced training expenses as a result of reduction in operational costs related to training. iv) Effective use of KDLC

Re-engineer the training function in the public service	Enhancing the oversight role of the PSC to ensure effective application of prevailing regulations and standards on training.	PSC	Effective monitoring of training activities across the public service.
Training Impact Assessment	Measurement of the outcomes or developmental changes arising from training interventions that can have an influence on job performance.	PSC	Training impact assessment reports.
Partnership with relevant training and development institutions	i) Conduct and publish labour market analysis to evaluate competencies required and skills in short supply. ii) Build partnerships with training institutions to enhance linkage between skill set requirements and training programmes offered by the institutions.	• Ministry of Labour • PSC • MDAs	i) Annual labour market analysis on skills demand and supply, labour migration and labour employment metrics. ii) Partnerships with training institutions to deliver excellent quality in the service.
Build coaching and mentoring capacity in the public service	i) Create a mentoring policy for the public service ii) Provide a succession-planning matrix	• PSC	iii) Standardise succession planning matrix for use across all MDAs iv) Mentoring policy published for use in the service

3.5 Career Management

Career management is a continuous process aimed at building capacity to attract and retain skilled, competent and dedicated staff. The process entails systematic matching of career goals and individual capabilities with opportunities for their fulfilment for purposes of career growth of staff and attainment of organisational goals and objectives. Career management entails structured upward and horizontal mobility of officers and retention of a skilled and dedicated workforce.

Career management approach provides for linkages between an officer's performance and career advancement. It facilitates job classification based on complexity of roles and competencies required to undertake work at various levels. It features principles, values, norms and practices which may be customised to suit different situations.

This section outlines the strategies for career management in the public service.

Strategy 1: Institutionalise career management by developing and implementing career management policy and guidelines.

Objective 1: To provide uniform norms and standards in career management in the public service

The Public Service Commission will develop and issue a policy and framework on career management in the public service in place of the Schemes of Service. The Policy is intended to mainstream best practices in career management including career planning, career pathing and career development. The Framework will provide generic Job Descriptions and Specifications for each position, clearly outlining the Reporting Relationships, Key result areas, competencies and personal attributes. Emerging jobs will be fitted within existing job families and grading.

The policy will facilitate attraction and retention of talent in the Public Service to support the realisation of the National Development Goals. It will also help standardise career management practices across the public service through institutionalisation of norms and standards on career management across the entire service.

Objective 2: To create and strengthen linkages between organisational goals and individual career aspirations

Career management will strengthen linkages between individual career aspiration and organisational goals. The Public Service Commission shall develop a framework that will facilitate the integration of individual and organisational career goals.

Objective 3: To promote flexibility in career management by providing for vertical and horizontal mobility and dual career pathing

Progression to top positions among technical cadres in the service has largely been restricted to portfolio based positions. This has led to stagnation due to the restricted number of such positions. Employees are therefore not able to progress to higher levels as they specialise.

Career progression policy and guidelines will provide for dual career paths in technical cadres where applicable. In such cases, officers will be able to progress not only to portfolio based positions but also to specialist/experts positions.

Dual career paths will be especially critical in cadres where staff can choose between progressing either through technical specialisation or managerial (portfolio) line such as medical and engineering fields. The dual career paths approach will create avenues for highly specialised/ professional staff without managerial portfolio to rise to the highest levels within career structures.

Objective 4: Provide a mechanism for monitoring and evaluation of the implementation of career management guidelines

The Public Service Commission shall establish a framework for monitoring and evaluating the implementation of career guidelines in the public service. This will ensure uniform application of the guidelines in the service. Every Job Family will have a Career Progression Guidelines Coordinator appointed by the PSC from among the authorised officers whose cadres are within the Job Family. The Career Progression Guideline Coordinators will be responsible for monitoring implementation, maintaining standards and reporting to the Public Service Commission

Table 3.5: Career Management Strategies, Interventions and Expected Results

S/No.	Strategy	Interventions	Key actors	Expected results
1.	To provide uniform norms and standards in career management in the public service	ii) Mainstream best practices in career management including career planning, career pathing and career development. ii) Align the prevailing career management policy documents with the master plan. iii) Harmonize career management practices with prevailing HR management norms and standards	PSC MDAs	Standardised career management practices across the entire public service

2.	To create and strengthen linkages between organisational goals and individual career aspirations	i) Develop a framework that will facilitate the integration of individual and organisational goals. ii) Provide staff with relevant training on career management. iii) Establish clear linkages between career management and performance management.	PSC MDAs	Framework that will facilitate the integration of individual and organisational goals.
3.	To promote flexibility in career management by providing for vertical and horizontal mobility, and dual career pathing	i) Development of dual career paths. ii) Cluster job families for ease of horizontal mobility. iii) Identify cadres where dual career pathing would be applicable.	PSC MDAs	Dual career paths
4.	Provide a mechanism for monitoring and evaluation of the implementation of career management guidelines	i) Development of monitoring and evaluation framework. ii) Conduct regular review through quarterly and annual reports on the implementation process	PSC	Monitoring and evaluation framework
5.	Provide for competency requirements at various levels in Career Guidelines.	i) Development of Competency Framework. ii) Identify competency requirements across the cadres.	PSC MDAs	Competency Framework
6.	Provide for communication to employees on career prospects and sequence of grades based on the provisions of Guidelines in job families.	i) Development of a communication strategy. ii) Sensitize staff on career prospects	PSC MDAs	Communication strategy
7.	Provide for the preparation of career plans jointly with the staff capturing individual career goals and organisational goals, skills and competencies required for performance at each level.	i) Preparation and implementation career plans. ii) Monitoring the implementation process.	MDAs	Career Plans

3.6 Flexible Working Arrangements

The modern workforce is composed of an array of employees from different generations in terms of their age profiles, academic backgrounds, ethnicities, religious affiliations, among other factors

that impact on the work and life of an employee. To accommodate this diverse composition of employees, all with varying degree of preferences, it is important for organisations in the public Service to adopt Flexible Work Arrangements. This will enable the employees to efficiently work around their schedules and programmes so as to give the best performance and production to the organisation.

Strategy 1: Adopt Flexible Work Arrangements

Flexible work arrangements entails putting in place measures that will enhance employee's ability to work outside the conventional 8.00 a.m. - 5.00 p.m. work day schedules. The public service will need to explore and adopt the right mix of the various forms of flexible work arrangements for efficient and effective application within an MDAs.

Objective: To Institutionalise Flexible Work Arrangements in the Public Service

Public Service organisations will put in place measures to harness employees' productivity by facilitating them to work in a flexible work environment that enables them to work at times and locations that enhance their performance. The flexible work arrangements will be evaluated to ensure that the productivity of each employee undertaking a flexible arrangement is enhanced as a result of the adopted mode. Enhancement of performance and productivity of the organisation will be the main objective of adopting flexible work arrangements as opposed to accommodating employees out of work engagements.

Interventions:

i)   Develop a Policy on Flexible Working Arrangements in the Public Service

The policy will guide the application of flexible working arrangements in the Public Service. It will outline the modes applicable in the service; give standards and norms for adoption; and guidelines on eligibility. The policy will build the structure for management of Flexible Working Arrangements in the Public Service.

ii) Implement the Policy on Flexible Working Arrangements in the Public Service

Public Service organizations will put in place measures to implement the Policy on Flexible Working Arrangements. In implementing the policy, organizations will put in place such systems as will be required to realize the objectives as set out in the policy.

iii) Monitor and Evaluate implementation of the Policy

Continuous monitoring and evaluation on the implementation of the policy will be undertaken to ensure that public service organizations are adhering to its provisions. The policy will also be evaluated and reviewed to incorporate legal frameworks, terms and conditions of service, emerging issues in the labour market and the economic environment in general that may have an effect in its implementation.

Strategy 2: Adoption of modernTechnologies to enhance Flexible Work Arrangements

Flexible work arrangements in the public service will require adoption of technologies that enable employees to remain efficiently productive outside the traditional work environment. This calls for organisations to re-engineer their processes in such a way that work can be carried out efficiently outside the confines of a workplace.

Objective: To utilise technologies to manageFlexible Work Arrangements in the Public Service

Public Service organisations will identify and implement such technologies as will enhance adoption and management of flexible work arrangements. These technologies will include online systems for performance monitoring, work sharing, online filling and filing, online meeting technologies, online Document Readers and any other technology that will aid the employee to efficiently be productive outside the traditional office set up. It will also include facilitation of employees with the tools and equipment and other resources necessary for work performance. The technologies must also be available round the clock to ensure that employees can deliver the required work as and when required without the restrictions of time.

Interventions:

i)   Incorporate technologies that enhance Flexible Working Arrangements in the digitization   process for the organisation

   In implementing the digitization process, the technologies and systems adopted should support the flexible work arrangement concepts. The technologies should be securely accessible to employees working on flexible arrangements including those working remotely.

ii) Facilitate employees with tools and equipment for efficient flexible working

   Public Service organisations will facilitate employees to work outside their traditional office environment by providing the tools and equipment required. These include provision of internet access, computers, laptops, smartphones, tablets, headphones with inbuilt microphones, Virtual Private Networks (VPNs), storage devices and any other tools that may be required.

iii) Training, retooling and upskilling of employees and supervisors on the application of   various modes of flexible work arrangements, utilization of tools, equipments, and   attendant resources, to enhance uptake of this work arrangement.

iv) Implement a performance monitoring and evaluation system that recognizes the flexible work environments

   The performance management systems adopted in the Public Service should recognize the application of flexible working arrangements. Performance management in organizations should be able to determine the levels of productivity for employees working under flexible arrangements.

Table 3.6: Flexible Working Arrangements Strategies, Interventions and Expected Results

Strategy	Interventions	Key actors	Expected results
Institutionalise Flexible Work Arrangements	i Develop a Policy on Flexible Working Arrangements in the Public Service ii Implement the Policy on Flexible Working Arrangements in the Public Service iii Monitor and Evaluate implementation of the Policy	• PSC • MDAs	• Adoption and tracking of flexible working arrangements within the service

Adoption of Technologies to enhance Flexible Work Arrangements	i) Incorporate technologies that enhance Flexible Working Arrangements in the digitization process for the organisation ii) Facilitate employees with tools and equipment for efficient flexible working	• PSC • MDAs • National Treasury	• Procurement and adoption of technologies that promote flexible working
	iii) Train, retool and upskill employees and supervisors on the application of various modes of flexible work arrangements, utilisation of tools, equipments and attendant resources. iv) Implement a performance monitoring and evaluation system that recognizes the flexible work environments		

3.7 Exit Management

An efficient exit management process for the government will enable the public service to tap into the wealth of knowledge and experience held by existing employees, undertake timely processing of entitlements and benefits, mitigate against succession gaps in the organisations and accord adequate social security programs to the retiring employees. This section explores proposed strategies and interventions to enhance efficiency in the exit management process.

Strategy 1: Knowledge Transfer

Knowledge transfer is the process of identifying and harnessing the collective knowledge of the organisation gained through experience and competencies.

Objective: To harness tacit knowledge and institutional memory of employees

Public Service organisations shall implement measures aimed at harnessing the tacit knowledge and institutional memory of employees

 Interventions:

i) Conduct exit interviews

An integral aspect of exit management is the collection of critical employee experience data at the point of exit. To this end, organisations will institutionalise administration of exit interviews as part of an employee's clearance process at the time of exiting the service. From the exit interviews, the government will be able to collect data on employee experience and use the data to improve service delivery, employee experience and to inform policy on retention or terms and conditions reviews where necessary. Exit interviews will also provide exit analytics on the reasons for employee turnover so that changes can be made to reduce the same and increase retention. The purpose of conducting exit interviews will be to obtain feedback from exiting employees concerning working conditions, policies, supervision, organizational culture and other matters related to their employment. The Government will use the information obtained from exit interviews to identify problem areas and to consider changes for improvement.

ii) Undertake mentorship and coaching programs

Public Service institutions will implement the mentorship and coaching initiatives to address succession gaps as outlined in the Training and Development section of this masterplan.

iii) Implement an Emeritus program

The government will implement an Emeritus program aimed at providing an opportunity for retired public servants to be engaged post-exit to tap into their experience for the benefit of the public service by offering their knowledge and skills to the Service. The Emeritus program will encourage collaborative ways of working between experienced employees and the younger generations. This will enhance on-the-job learning and transfer of skills and tacit knowledge garnered over the course of the employee's engagement in the service. The program will have structured terms of engagement to ensure mutual benefit for the organisation and the exited professionals.

Strategy 2: Prompt processing and payment of post exit benefits

Post exit benefits refer to all forms of entitlements due to employees exiting from the Service. These include pension dues, service and death gratuity, severance pay and medical cover.

Objective: To enhance prompt processing and payment of post exit benefits

Public Service organisations shall implement measures aimed at prompt processing and payment of post exit benefits. In regard to retirement, the focus will be on the transition from payroll to pension in a seamless manner while keeping employees informed on the documentation required to execute this transfer smoothly. In regard to other forms of exit, the focus will be to make prompt payment of benefits as due.

Interventions:

i) Automation of the processing and payment procedures for post exit benefits

The public service will implement automation of processing and payment procedures for post exit benefits in line with the processes outlined in the digitization section of this master plan. When the automation is implemented, the change of status of retired employees will also move seamlessly from salary to pension. For other forms of exits, this will also make the payment of final dues faster and seamless.

ii) Updating of employees' records used to process post exit benefits

Employees will be required to update their records used in post exit benefits processing every two years and upon an occurrence that alters the existing record. These records include: beneficiaries to gratuity and pension dues in case of death, contact information and change of residence. This will improve records management thus easing retrieval of files and improving the speed at which payments can be processed and decisions made.

iii) Facilitate Portability of Pension

Public Service organisations will facilitate the exiting employees to migrate their accrued pension benefits from one pension scheme to another. This will enable the employees to migrate with their pension where necessary and will give them flexibility to exit even before they attain the mandatory retirement age.

Strategy 3: Social Security for retiring employees

Retiring employees moving from active employment to retirement need to maintain some degree of stability in terms of their social wellbeing. This can be achieved by equipping employees exiting the service with the capacities that they will require for post-employment life.

Objective: To enhance Social Security for retiring employees

Public Service organisations shall implement measures aimed at enhancing Social Security for

retiring employees. These measures will include supporting the employees to secure post-retirement medical cover, partnering with other institutions to support the employees in enhancing their financial well-being and formation of association for retirees

Interventions:

i. Facilitation for a post-retirement medical cover

Public service institutions will, within their retirement benefits scheme, make provisions for employees to make additional voluntary contributions in respect of funding of a post-retirement medical cover as provided in prevailing regulations.

ii. Undertake capacity building on exit management

Public Service organisations will partner with relevant stakeholders to provide capacity building focused on exit management to employees. These capacity building initiatives will be customised to different audience groups right from entry to exit. Training for entry-level employees will be different from those provided to mid-career and employees due to retire hence a continuous learning process

iii. Institutionalise formation of Alumni Associations / Communities of Practice

Public Service organisations will put in place measures to promote the formation of alumni programs and associations for retirees. This will facilitate the retirees to engage, support each other and where possible contribute to the development and growth of the organisation. The communities of practice do not only present a myriad of social benefits for the retirees and exiting employees, but they are also beneficial in creating a pool of knowledge and experience into which an organisation or profession can tap.

Table 3.7: Exit Management Strategies, Interventions and Expected Results

Strategy	Interventions	Key actors	Expected results
Knowledge Transfer	i) Conduct exit interviews ii) Undertake mentorship and coaching programs iii) Implement an Emeritus program	• MDAs	i) Seamless transition of employees exiting from the service ii) Succession management plans iii) Database of experienced experts
Prompt processing and payment of post exit benefits	i) Automation of the processing and payment procedures for post exit benefits ii) Updating of employees' records used to process post exit benefits iii) Facilitate portability of Pension	• PSC • MDAs • National Treasury	i) Swift transition from salary to pension for retiring employees and timely processing of benefits for all other forms of exits

			ii) Automatically updated record on workforce and easy tracking of existing employees for proper exit planning.
Social Security for retiring employees	i) Facilitation for a post-retirement medical cover ii) Undertake capacity building on exit management iii) Institutionalise formation of Alumni Associations / Communities of Practice	• PSC • MDAs • National Treasury • KSG	i) Provide access to adequate and affordable medical care for individuals retiring from the service ii) Ensure dignity of retirees at retirement; iii) Support offered to retired employees and opportunities to engage with each other in scheduled alumni events.

3.8 Human Resources Audit

The complexities of the operations of the human resources department require a keen observance of the law, policies, procedures and practices in order to attain 100% compliance. Strategies that ensure that high levels of compliance are achieved, are required. The strategies in this section seek to enhance success of annual compliance audits, quarterly monitoring and evaluation, continuous investigations, financial disclosures, and annual evaluation of compliance of values and principles of the public service.

Strategy 1: Develop and implement framework for human resources audit

Objective 1: To provide standardised Human Resource Audit processes and accountabilities

Human Resource Audit has been embraced as a best practice in the Kenyan Public Service. An HR Audit framework will be established, giving clear performance indicators and responsibilities of respective actors. It is recommended that the public service adopts a digitised system that incorporates both internally trained auditors within the MDAs, with the PSC as the external auditor   and oversight authority.

Objective 2: Continuous review of policies and guidelines to ensure compliance with emerging laws and standards in human resources management

Establishment of a mechanism for undertaking continuous review of the human resource policies and guidelines in a structured manner is necessary. This will ensure that the frequent changes to laws and industry practices are incorporated, and corrections and updates are made to the various aspects of a particular human resource function. Such changes will require training and sensitization components to ensure that employees remain up-to-date with regard to the changing world of work, membership to professional associations/bodies, and training on emerging trends in their various areas of specialisation.

Objective 3: Conduct regular reskilling training for officers involved in carrying out human resource audits

Compliance and strategic human resource audits require specific skills and competencies. It is imperative that all human resource audit personnel are exposed to these skills and competencies. Currently, some of the staff undertaking the audits have not undergone the requisite training.

The Public Service shall prioritise regular training of human resource audit personnel to ensure that they possess requisite skills and competencies. In addition, officers in MDAs that provide vital information during HR audits shall be subjected to sensitization on the process of auditing. This will enhance the effectiveness of compliance audits and increase efficiency and effectiveness of compliance to human resource practices in the public service.

Interventions

i)   Provide standardised Human Resource Audit processes and accountabilities

ii)   Continuous review of policies and guidelines to ensure compliance with emerging laws and standards in human resources management

iii)   Adopt a digitized system for HR Audit

iv)   Conduct regular training for officers involved in carrying out human resource audits

Strategy 2: Review of the Human Resource Audit manual and Audit tools

Objective: To provide clear guidelines on human resource compliance audits in the public service

The current compliance manual has gaps in various sections, making it subjective in relation to implementation of its guidelines. The manual is clear on the macro level but very brief on micro level activities. The enhancement of micro level activities throughout will ensure compliance as it will leave no aspect to interpretation but just guide implementation. The audit tools and checklists in the manual also require updating as they currently do not provide data that can be analysed and lead the human resources in the public service to the era of data-based practises.

Intervention

i)   Provide clear guidelines on human resource compliance audits in the public service

Strategy 3: Institutionalising mechanisms for monitoring and Evaluation in HR Audit

Objective: To provide a standard method of handling monitoring and evaluation in the public service for consistency and clear guidance.

There is a need for the establishment of a mechanism for continuous monitoring, evaluation and reporting to ensure that the reviewed policies and guidelines are implemented as envisioned for the benefit of efficiency and effectiveness of the public service.

Intervention

Establish a mechanism for continuous monitoring, evaluation and reporting to ensure that the reviewed policies and guidelines are implemented.

Table 3.8: Human Resources Audit Strategies, Interventions and Expected Results

Strategy	Interventions	Key actors	Expected results
Human Resources Audit			
Develop and implement framework for human resources audit	v) Provide standardised Human Resource Audit processes and accountabilities vi) Continuous review of policies and guidelines to ensure compliance with emerging laws and standards in human resources management vii) Conduct regular training for officers involved in carrying out human resource audits	• PSC	Adoption and application of human resources audit framework across all MDAs
Review of the Human Resource Audit manual and Audit tools	ii) Provide clear guidelines on human resource compliance audits in the public service	• PSC	Issued guidelines on compliance audits
Institutionalizing mechanisms for monitoring and Evaluation	i) Provide a standard method of handling monitoring and evaluation in the public service for consistency and clear guidance	• PSC	Consistency and standardisation of HR audits across the MDAs

3.9 Digitalisation of Human Resources Processes

The government has a duty to its employees to provide responsive and prompt services that are efficient, effective, accurate and timely. Therefore, the strategy in digitalization of human resources processes aims to facilitate the improvement of public service delivery through automation. The benefits envisaged from digital HR processes include user convenience, reduced costs, increased efficiency, improved delivery of functions, improved corporate governance and effective process administration. The Public Service realises therefore that there still exists room for leveraging on new and emerging technologies and intends to digitise all its HR services to support a citizen-centric service delivery that leads to increased opportunities that a digital economy provides.

Strategy 1: Digitalize HR processes in the Public Service

Digitalization of HR processes will enable the Public Service to undertake the management of its employees in an efficient and effective manner. Digitalization will accord the Public Service benefits such as elimination of multiple entries of data records, maintaining consistency in data, establishing a Single Source of Truth in regard to HR data where data is captured once at source, enhancing efficient reporting and ensuring compliance with rules and regulations.

Objective: To digitalize all HR processes in the Public Service

The Public Service organizations shall implement digitalization of all HR processes. Organisations will put in place measures to undertake all HR processes on a digital platform. This will enable Public Service organisations to seamlessly integrate their HR systems and provide data required for consolidation.

Interventions:

i. Formation of a Steering Committee on digitilization of HR processes in the Public Service

The steering committee will spearhead the process of digitilizing HR processes in the Public Service. The committee will provide leadership on all matters of digitalization in the Service and work with other stakeholders to guide the HR digitalization process. The steering committee will cause to be formed any such committee as it deems fit for the realisation of its mandate. Part of the committees will include a Technical Committee on digitalization of HR processes in the Public Service which will be responsible for actual implementation of the digitalization process.

ii.   Formulate a regulatory framework for digitalization of HR Processes

The steering committee will formulate a regulatory framework on digitalization of HR processes in the Public Service. The framework will provide the regulations that underpin the digitalization of HR processes in the Public Service. The regulations will spell out the norms and standards for Public Service HR processes digitalization.

iii.   Implement the framework for digitalization of HR Processes

Public Service organisations will implement the regulatory framework as provided. In implementing the framework, organisations will be required to ensure that the digital platforms and systems adopted are amenable to integration with others in the Public Service. In implementing the framework, public service organisations will put in place measures to ensure the digital platforms adopted cover all the HR processes. Figure 3 outlines the HR processes that need to be digitised by all public service organisations.

Figure 3.10: Modules to a Human Resource Information System in the Public Service
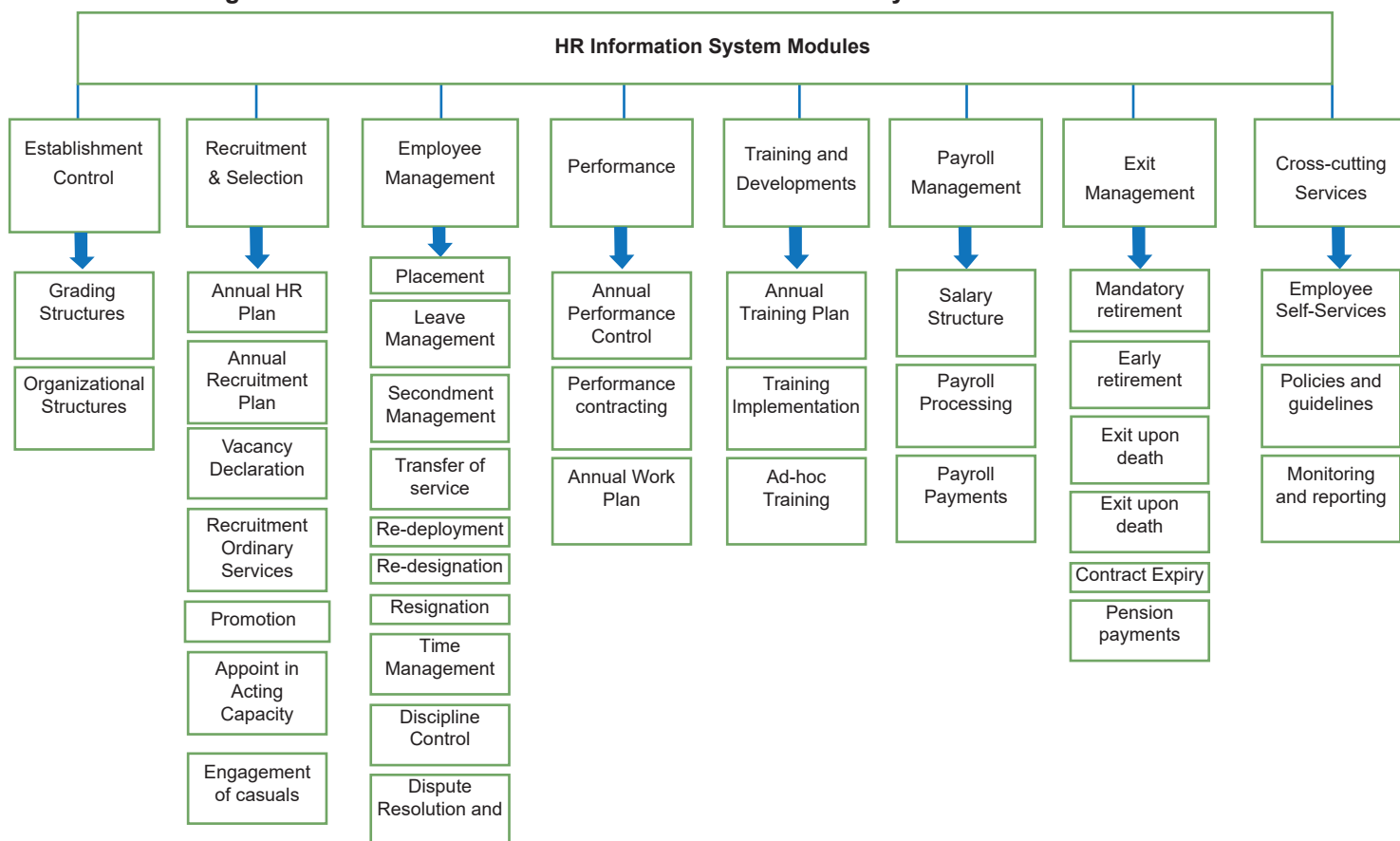
iv. **Monitoring and Evaluation of the digitalization of HR Processes**

Continuous monitoring and evaluation on the digitization process will be undertaken to ensure that public service organisations are adhering to the provisions of the framework. The framework will also be evaluated to incorporate emerging technologies and changes that may arise over its implementation period.

Strategy 2: Consolidation of HR data for the Public Service

Data consolidation is the process of taking data from disparate sources, cleaning it up, and combining it in a single location, a data warehouse. When data is in one central place, it is more efficient to transform and make useful for reporting and analytics. Consolidated data can then be backed up as necessary and located in such a way that it is efficient for the users to access and utilise as appropriate.

Objective: To implement a Consolidated HR Data Warehouse for the Public Service

The Public Service will implement a Consolidated HR Data Warehouse. All organisations in the Public Service will provide data required in the warehouse as per the laid down requirements framework. The framework will spell out the specific requirements for the data to be submitted into the warehouse.

Interventions:

i. Formulate the requirements framework for consolidation of HR data for the Public Service

The Steering Committee on digitalization of HR processes in the Public Service will oversee the formulation of the requirements framework for consolidation of HR data for the Public Service. The framework will spell out all the data requirements and procedures for consolidation.

ii. Setting up the infrastructure for consolidation of HR data for the Public Service

The Steering Committee on digitilization of HR processe s in the Public Service will oversee the setting up and any required upgrade of the infrastructure required for consolidation of HR data for the Public Service. The infrastructure will include such hardware, software, applications, databases, application programming interfaces (APIs) and any other requirement for effective consolidation of HR data in the public service.

iii. Implementation of consolidation of HR data for the Public Service

Public Service organisations will provide the data required for consolidation. The data will be provided in accordance with the provisions of the requirements framework.

iv. Analysis and reporting on HR data for the Public Service

Analysis and reporting on HR data for the Public Service shall be undertaken as and when required. However, the Steering Committee on digitization of HR processes in the Public Service shall cause to be published reports that are of national value every three years from the consolidated data.

Strategy 3: Integration of HR Systems in the Public Service

Integration refers to seamless connection of different systems that allow data to flow from one system to another so that the data is always in sync and real time. Integration allows the systems to share information. Integration of HR systems therefore, will allow them to share data and information in regard to Public Service employees seamlessly.

Objective: To implement a Platform for Integration of HR related Systems in the Public Service

The Public Service will implement a platform that integrates all HR related systems in the Public Service. The platform will facilitate seamless exchange, extraction and analysis of HR data between the various systems.

Interventions:

i. Develop an integration framework for HR related systems in the Public Service

The Public Service will develop an integration framework for HR related systems in the Public Service. The framework will provide the standards and norms required for the systems to seamlessly exchange HR data and information.

ii. Implement the framework for integration of HR related systems in the Public Service

The Public Service organisations will put in place measures to implement the integration framework for HR related systems in the Public Service. The organisations will undertake the aspects of the framework that are required of them. In the implementation of the framework, the organisations will work closely with the committee on the digitalization steering committee mandated to oversee system integration. In implementing the framework, the public service will establish any such platform that enables the HR related systems to integrate.

iii. Monitoring and Evaluation of the integration process

Continuous monitoring and evaluation on the integration process will be undertaken to ensure that public service organisations are adhering to the provisions of the framework. The framework will also be evaluated to incorporate emerging technologies and changes that may arise during its implementation.

iv. Data Insights and Business Intelligence

With the data consolidated and verified, Business Intelligence tools will be applied to derive insights into the data patterns so as to support the decision making process. Access to the consolidated data will be granted in accordance with the laid down policies / regulations.

Benefits of System Integration

a) Eliminates Double Entry - HR systems integration removes the work of maintaining records across multiple systems. The entries are made on one system and shared across the other. Data clean up and integrity enforcement can therefore be concentrated on one system then the rest share these information.

b) Maintains consistent data - The systems share data electronically with little re-entry/re-capture; this ensures consistency of the data hence reliability and enhanced data accuracy can be achieved. With systems connected, information will automatically flow from one source to the other, reflecting every update in different locations. The fact that data entry is undertaken once reduces errors.

c) Establishes a Single Source of Truth - Driving HR strategy involves having a complete view of the organization. Siloed HR data acts as a roadblock because it prevents identification of trends and visualising the big picture. System integration solves that problem and gives a set of data to update and track. From there, it's easier to make smarter, data-based decisions.

d) Enhances efficient reporting - A central data repository makes reporting more efficient. Reports are only as effective as the data they're based on. By creating a single pool of

information, reporting process and insight matching is simplified.

e) Ensures compliance with rules and regulations - Staying compliant with the numerous rules and regulations in place is hard enough. Adding errors and systems that are not integrated causes a lot of non-compliance. Integrating the systems takes all the relevant information into consideration, and automation greatly reduces compliance complications

Benefits of Data Consolidation:

a) Analytics - Running analytics on an incomplete set of data will not yield the most accurate results. However, when you've consolidated organisations data into a single location it can be transformed and combined in different ways to gain valuable insights and organisation intelligence.

b) Planning - When all data is in a single location, it's easier to plan the organisation processes and disaster recovery scenarios. It's also easier to determine data capacity needs.

c) Data quality - data is transformed before it is consolidated, hence it is in a consistent format on the central data source. This transformation step can give data workers the chance to improve data quality and integrity as part of regular data operations.

Table 3.11: Digitalisation of Human Resources Processes Strategies, Interventions and Expected Results

Strategy	Interventions	Key actors	Expected results
Digitalisation of Human Resources Processes			
Digitalize HR processes in Public Service	i) Formation of a Steering Committee on digitalization of HR processes in the Public Service ii) Formulate a regulatory framework for digitalization of HR Processes iii) Implement the framework for digitalization of HR Processes iv) Monitoring and Evaluation of the digitalization of HR Processes	PSC	Steering committee set up to support the digitalisation process
Consolidation of HR data for the Public Service	i) Formulate the requirements framework for consolidation of HR data for the Public Service ii) Setting up the infrastructure for consolidation of HR data for the Public Service iii) Implementation of consolidation of HR data for the Public Service iv) Analysis and reporting on HR data for the Public Service	MDAs PSC	Consolidation of all HR data into centralised HRIS

	i) Develop an integration framework for HR related systems in the Public Service ii) Implement the framework for integration of HR related systems in the Public Service iii) Monitoring and Evaluation of the integration process iv) Data Insights and Business Intelligence	PSC	Integration of HR systems across the service into one centralised platform

CHAPTER FOUR

4.0 INSTITUTIONAL FRAMEWORK

Establishing an institutional framework for the Human Resource Master Plan is paramount as it serves as the backbone for strategic Human Resource Management in the Public Service. This framework not only provides the necessary structure and guidelines for effective HR planning, implementation, and governance, but also identifies and mitigates potential risks. It ensures that Human Resource practices are aligned with the national goals, legal requirements, and ethical standards.

4.1 Institutional arrangement

This section outlines the institutions that will play a key role in the implementation of the master plan. These institutions include:

a) The Public Service Commission;

b) Ministry responsible for the Public Service;

c) The Kenya School of Government;

d) The National Treasury;

e) Salaries and Remuneration Commission;

f) Ministries, departments and agencies; and

g) Council of Governors.

4.1.1 The Public Service Commission

The Public Service Commission will:

(i) Provide oversight in the implementation of the master plan;

(ii) Develop guidelines for implementation of this master plan;

(iii) Approves plans and programmes for the implementation of HR Masterplan;

(iv) Coordinate the development and implementation of relevant policy frameworks to guide the implementation of the master plan;

(v) Monitor and evaluate progress and impact of the implementation of the master plan;

(vi) Collaborate with the Kenya School of Government in building the capacity of civil service institutions in the implementation of the master plan;

(vii) Promote and mainstream the master plan in relation to the values and principles of the public service; and

(viii) Develop resource mobilisation strategies for implementation of the master plan.

4.1.2 Ministry responsible for the Public Service

i) Build capacity of the civil service under delegated authority and in collaboration with the Kenya School of Government for implementation, monitoring and evaluation of the master plan; and

ii) Undertake regular training needs assessments on implementation of the master plan.

4.1.3 The Kenya School of Government

The Kenya School of Government will, in consultation with the Public Service Commission:

    (i)   Develop a training and sensitisation programme on the master plan; and

    (ii)   Identify and train key actors in the implementation of the master plan.

4.1.4 The National Treasury

The National Treasury will provide requisite funding to ensure effective and efficient implementation of the master plan.

4.1.5 Salaries and Remuneration Commission

The Salaries and Remuneration Commission will determine and approve any remunerations accruing from the implementation of the master plan.

4.1.6 Ministries, Departments and Agencies

    i)   Mainstream implementation of the human resource master plan by undertaking planned activities;

    ii)   Ensuring development and approval of strategic plans aligned to the Master Plan and as well as their legislative mandates;

    iii)   Preparing budgets to implement the Master Plan activities;

    iv)   Deploying and building capacity of staff to implement the Master Plan activities;

    v)   Constituting a Performance Management Committee; and

    vi)   Preparing progress / status reports and submitting them to the Public Service Commission.

4.1.7 The Council of Governors

The Council of Governors will:

    i)   Act as the liaison with the County Governments; and

    ii)   facilitate customization of the Master Plan for implementation by the County Governments through respective County Public Service Boards.

The Inter-Agency Committee for Implementation of the Human Resource Master Plan

There shall be an Inter-Agency Committee for Implementation of the Human Resource Master Plan. The Committee shall comprise of the following institutions:

    i.   The Public Service Commission - Chair;

    ii.   The State Department responsible for Public Service;

    iii.   The National Treasury & Planning;

    iv.   Council of Governors;

    v.   The Salaries and Remuneration Commission;

    vi.   The Kenya School of Government; and

vii.   Members co-opted on a needs basis.

The Public Service Commission will provide the Secretariat for the Inter-Agency Committee.

Functions of the Committee

The committee shall:

i.   coordinate the Master Plan implementation process;

ii.   Establish standards and guidelines for the implementation of the human resource master plan;

iii.   Receive quarterly and annual reports on the implementation of the human resource master plan;

iv.   Undertake assessment of the progress and impact of implementation and determine remedial action where necessary;

v.   Promote and mainstream the masterplan in relation to the values and principles of the public service;

vi.   Manage the change management process in the public service;

vii.   Advise the Commission on review of the Plan;

viii.   Provide technical support to Master Plan implementation parties;

ix.   Monitor the implementation process; and

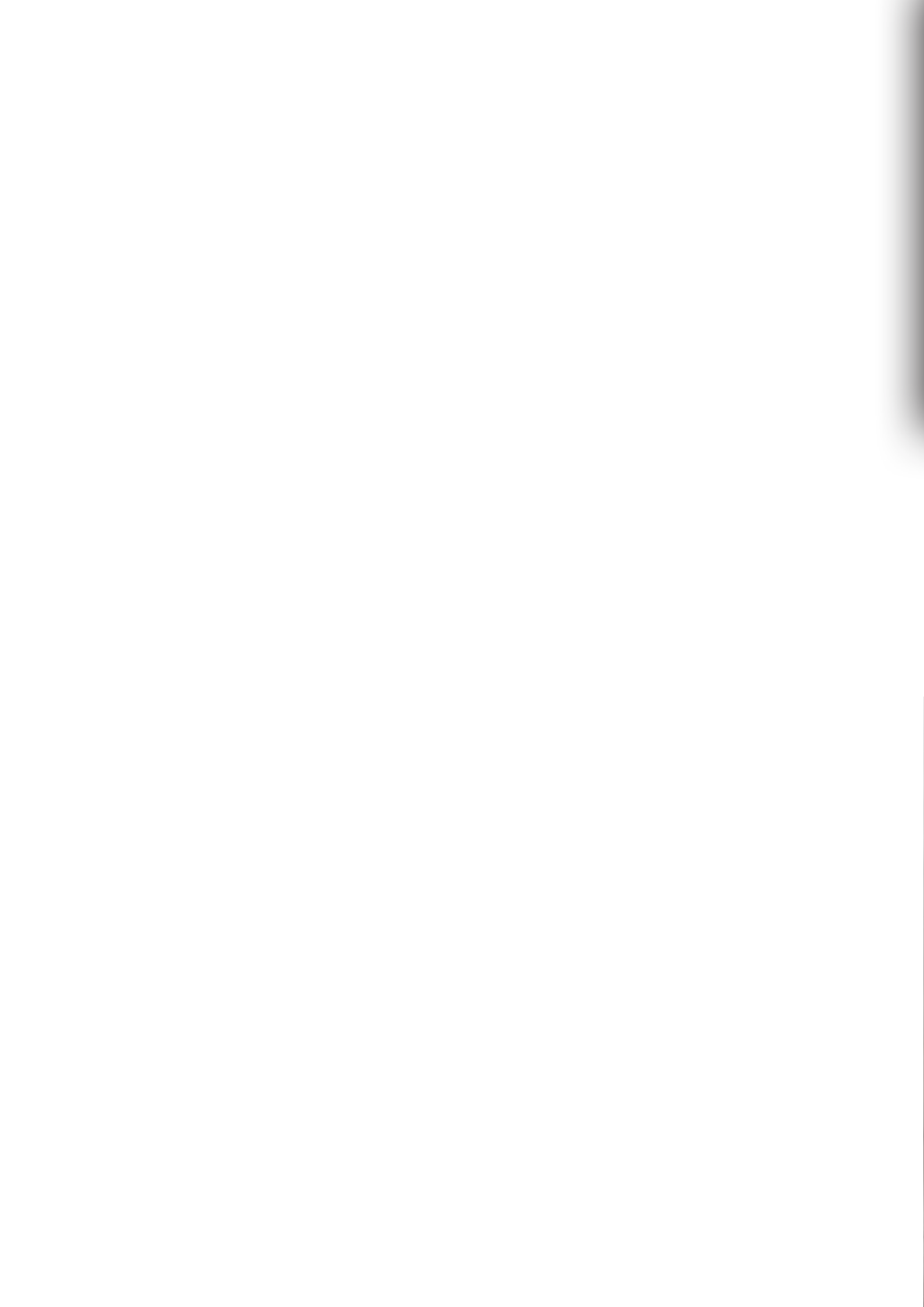x.   Provide requisite support to the implementing agencies

4.2 Potential Risks and Mitigation Strategies

It is envisaged that various risks are likely to emerge during the master plan implementation process. The table below outlines the potential risks, risk description, risk profile and actions to mitigate the risks.

Table 4.1: potential risks, risk description, risk profile and actions to mitigate the risks

SNo	Risk	Description	Risk profile	Actions to mitigate risk
1.	Financial constraints	The master plan implementation process requires a considerable amount of financial resources.	High	• ● Proper planning including drawing out an indicative budget for the implementation process. • ● The implementation process will be undertaken in phases
2.	Resistance to Change	Implementation of the master plan will involve major transformation. Resistance is expected from stakeholders due to disruption of the status quo.	High	• ● Frequent communication on the implementation process. • ● Involvement and engagement of key stakeholders. • ● Legislation of key changes.
3.	Implementation overload	The implementation process involves multiple projects likely to run concurrently, which might overwhelm implementers	High	• ● Phased implementation process. • ● Capacity building among key implementers. • ● Have a clear communication strategy.

4.	Loss of data	The implementation process will involve migration of data which may lead to loss or damage of data.	Medium	• ● Data backups will be set up. • ● Data migration will be conducted in manageable phases.
5.	Obsolescence of technology	Technology is rapidly evolving. Some of the technologies proposed may become obsolete within the 10-year implementation period.	Medium	• ● The proposed technology is largely scalable. It will accommodate the growing demands of the public service and changes that may require updates to the existing systems.
6.	Dynamisms in the Public Service	The public service is dynamic in nature. Some of the recommendations may become obsolete before they are fully implemented.	Low	• ● Implementation strategy involving quarterly reviews on implementation and reports on the progress made. • ● Development of a dashboard to track the process and identify obstacles to successful rollout.

CHAPTER FIVE

5.0 Implementation Framework for the Public Service HR Master Plan

Implementation of the Masterplan will be monitored, evaluated and reported on periodically to assess achievement of the objectives. Data will be obtained from reports submitted by MDAs, field visits and surveys. MDAs will submit reports as requested and outlined from time to time. The monitoring, evaluation and reporting framework outlined in this chapter will enable the same to be carried out effectively.

Table 5.1: Human Resource Planning

Target	Interventions	Expected Outcomes	Outcome Indicators	Actors	Timeframe	Budget Estimate in KSh. Millions)	Remarks
Human Resource Planning							
Calendar on HR Planning Activities	Issue / publish annual calendar on HR Planning Activities	100% integration of HR planning calendar into the MTEF budget	Percentage of HR planning activities integrated into MTEF budget	PSC	2023-2033 (Align with Fiscal Year)	15M	Budget covers printing, dissemination costs
Undertake functional analysis of MDAs	Analyze the mandate of the Ministry/State Department/ Agency	Clear understanding of organizational mandate for HR alignment	Number of identified key functions aligned with MDA's mandate	PSC	2023-2033 (Review every two years)	300M	Variation based on complexity of analysis
Conduct workload analysis to determine staffing	Determination of adequate staffing levels and skill sets	Equitably distributing work aligned with organizational goals	Ratio of workload to available staff, areas of high/ low workload	PSC	2023-2033 (Review every three years)	300M	Budget adjusted for additional data analysis
Redesigned organizational structure and staffing	Develop/Review organizational & staffing structures	Successful implementation of redesigned structures	Implementation success rate of redesigned structures	MDAs	2023-2033 Reviewed every three years	200M	Variation based on consultancy and implementation
Continuous monitoring, reporting, and tracking	Continuous monitoring, reporting, and tracking of staffing gaps	Establishment of a robust monitoring and reporting system	Effectiveness of monitoring system in identifying gaps	PSC, MDAs	2023-2033 (Quarterly monitoring)	70M	Budget covers software, staff training
Succession and recruitment plan to address gaps	Develop HR plans including succession and recruitment strategies	Implementation of comprehensive succession and recruitment plan	Successful implementation of plan	MDAs	2023-2033 (Review and update every two years)	40M	Variation based on recruitment drive
Centralized and updated skills inventory	Establish and maintain centralized skills inventory for public service	Creation and maintenance of comprehensive skills inventory	Percentage completion of skills inventory	PSC	2023-2033 (Annual update)	70M	Budget adjusted for data management systems

Target	Interventions	Expected Outcomes	Outcome Indicators	Actors	Timeframe	Budget Estimate in KSh. Millions)	Remarks
Align HR plans to annual budgets	Align HR plans to annual budgets to support implementation	Achieve 100% alignment of HR plans with annual budgets	Percentage of HR plans aligned with annual budgets	PSC, MDAs	2023-2033 (Align with fiscal year)	30M	Variation based on budgetary changes

Table 5.2: Recruitment and Selection

Targets	Interventions	Expected Outcome	Outcome Indicators	Actors	Timeframe	Budget Estimate in KES. Millions)	Remarks
Recruitment and Selection							
Institutionalize annual recruitment plans	i) Standardize and integrate MDAs' recruitment plans into annual work plans	Aligned and standardized recruitment plans	Percentage of MDAs with integrated plans	MDAs, PSC	2023-2033 - Once per year - Continuous monitoring and alignment	300M	Budget includes software integration costs, staff training, and monitoring tools.
	ii) MDAs prepare annual recruitment plans in line with HR plans	Aligned annual recruitment plans	Percentage of MDAs with aligned plans	MDAs, PSC	2023-2033 - Once per year - Yearly preparation and alignment		Cost accounts for consultancy services and capacity building sessions.
	iii) Link recruitment plans with overall strategic plans for the organization	Strategically linked recruitment plans	Alignment percentage of plans with strategic plans	MDAs, PSC	2023-2033 - Once per year -Integration with strategic planning		Budget covers strategic consultation and planning workshops.
	iv) PSC to oversee implementation of recruitment plans and track progress	Efficient and monitored recruitment process	Percentage progress tracked byl PSC	PSC	2023-2033 - Continuous monitoring and progress tracking		Budget incorporates monitoring software and staff resources.
Enforce recruitment norms and standards	i) Adoption and application of norms and standards across public service	Standardized recruitment norms and procedures	Adoption rate of norms and standards	PSC, MDAs	2023-2033 - Continuous implementation and adherence	300M	Includes costs for training programs, audits, and communication campaigns.

Targets	Interventions	Expected Outcome	Outcome Indicators	Actors	Timeframe	Budget Estimate in KES. Millions)	Remarks
	ii) Develop and implement Service Charters in MDAs outlining ideal time periods	Defined service timelines and activities	Compliance rate with outlined timelines	PSC, MDAs	2023-2033 - Once per year - Yearly assessment and implementation		Cost includes consultation fees and documentation expenses.
	iii) Ensure adherence to set standards and norms	Adherence to set norms and standards	Adherence rate to established norms and standards	PSC, MDAs	2023-2033 - Continuous adherence to established standards		Budget covers audit costs and employee training sessions.
	iv) Measure candidate and institution's satisfaction with recruitment process	Improved satisfaction and feedback	Candidate and institution satisfaction surveys	PSC, MDA	2023-2033 - As per recruitment cycles - Regular assessment and feedback		Cost encompasses survey design, distribution, and analysis.
	v) Monitor and review implementation of annual work plans and take remedial actions	Efficient implementation and corrective measures	Effectiveness rate of implemented actions	PSC, MDAs	2023-2033 - Once per year - Continuous review and corrective actions		Budget justifies team evaluation expenses and corrective measures.
Develop a sourcing strategy	i) Recruit talented persons through a rigorous process	Attraction and retention of top talent	Talent acquisition metrics and retention rates	PSC, MDAs, SRC	2023-2033 - Continuous recruitment and talent retention	400M	Includes recruitment drives, marketing, and relocation support.
	ii) Draw contracts of service with clear deliverables and terms	Clearly defined engagement terms	Compliance rate with terms and deliverables	PSC, MDAs, SRC	2023-2033 - As contracts initiated - Compliance monitoring		Budget covers legal consultations and contract drafting expenses.
	iii) Design/ tailor-make training programs for effective service delivery	Enhanced skills and service delivery	Training effectiveness assessments and improvements	PSC, MDAs, SRC	2023-2033 - As per training programs - Evaluation and improvements		Cost includes training materials, trainers, and certification fees.

Targets	Interventions	Expected Outcome	Outcome Indicators	Actors	Timeframe	Budget Estimate in KES. Millions)	Remarks
	iv) Offer competitive remuneration in line with public service regulations	Attractive remuneration packages	Compliance rate with public service regulations	PSC, MDAs, SRC	2023-2033 - Continuous monitoring and compliance with regulations		Budget includes salary adjustment expenses and regulatory audits.
	v) Reinforce public service values for retention of top skills	Strengthened public service values	Cultural assessment and alignment with values	PSC, MDAs, SRC	2023-2033 - Ongoing - Continuous initiatives for value reinforcement		Cost covers workshops, campaigns, and value-oriented programs.
	vi) Change culture and promote continuous learning and development	Culture of continuous learning	Participation rates in learning programs	PSC, MDAs, SRC	2023-2033 - Continuous promotion of learning culture		Budget includes training sessions, platforms, and incentives.
	vii) Continuously monitor and evaluate performance and results	Improved performance and results	Performance metrics and improvement rates	PSC, MDAs, SRC	2023-2033 - Ongoing - Continuous performance evaluation		Cost encompasses performance tools, assessment fees, and analysis.
Adopt other recruitment models	Introduce scientific recruitment tools like psychometric assessment tests	Improved objectivity and validity	Utilization rate and effectiveness of tests	PSC	2023-2033 - Continuous utilization and assessment	150M	Budget justifies costs for assessment tools and staff training.
Partner with professional bodies	i) Map potential professional bodies for recruitment purposes	Expanded recruitment networks	Number of partnerships established and active	PSC, MDAs	2023-2033 - Ongoing - Continuous partnership mapping and activation	200M	Includes partnership negotiation costs and collaborative events.
	ii) Monitor engagements and collaboration with identified partners	Effective partnerships and collaborations	Level of engagement and partnership outcomes	PSC, MDAs	2023-2033 - Continuous monitoring and collaboration		Budget covers monitoring tools and partnership workshops.

Table 5.3: Performance Management

Targets	Interventions	Expected Outcomes	Outcome Indicators	Actors	Timeframe	Budget Estimate in KES. Millions)	Remarks
Performance Management							
Aligning Government Institutional Arrangements and Structures for Optimal Performance	Alignment of MDA priorities to National Development Goals	Improved coordination and synergy among different government agencies (MDAs) in pursuing national development goals	Percentage of MDA priorities aligned with national development goals	MDAs, PSC	2023-2025 - Once per year	300M	The budget includes training sessions, consultancy fees for alignment, and resource alignment tools.
	Institutionalizing a Customer-Centric Approach to Service Delivery through Performance Improvement Interventions	Improved customer satisfaction and service quality in public service delivery	Increase in customer satisfaction ratings, Service quality assessment scores improvement	MDAs, PSC	2023-2030 - Continuous monitoring and improvement		Budget allocation accounts for service improvement tools, customer feedback mechanisms, and training.
	Standardizing Performance Management Practices Across the Public Service	Improved employee productivity and accountability	Adherence rate to standardized performance management practices, Productivity and accountability metrics improvement	MDAs, PSC	2023-2033 - Continuous implementation		The budget covers training, software for performance tracking, and compliance monitoring tools.
Enhancing Service Delivery through Performance Monitoring and Evaluation	Performance monitoring, evaluation, and reporting	Improved Service Quality	Improvement rate in service quality ratings, Number of performance evaluation metrics meetings	PSC, MDAs	2023-2030 - Continuous monitoring and assessment	300M	Budget justifies costs for monitoring tools, staff training, and evaluation processes.
	Monitoring Citizen Satisfaction Levels	Increased accountability of government agencies and employees for their performance and service delivery	Increase in citizen satisfaction survey scores, Enhanced accountability measures documented	PSC, MDAs	2023-2030 - Continuous surveys and accountability checks		The budget incorporates survey expenses, accountability programs, and reporting tools.

Targets	Interventions	Expected Outcomes	Outcome Indicators	Actors	Timeframe	Budget Estimate in KES. Millions)	Remarks
		Enhanced transparency through regular reporting of performance and outcomes	Rate of transparency in reporting performance outcomes,	PSC, MDAs	2023-2033 - Continuous reporting and policy improvements		Budget justifies costs for reporting tools, data collection, and policy analysis.
		More informed decision-making within government agencies and organizations based on data and feedback collected through monitoring and evaluation	Number of policy changes based on collected data and feedback	PSC, MDAs	2023-2033 - Continuous data-driven decision-making		The budget includes data analysis tools, training, and decision-making resources.
Institutionalization of a culture of excellence across the Public Service	Reviewing the rewards and sanctions policy to enhance its effectiveness	A culture of excellence within government agencies	Effectiveness rating of the reviewed rewards and sanctions policy	PSC, MDAs	2023-2033 - Periodic reviews	500M	Budget covers consultation fees, policy restructuring, and training programs.
	Developing a publication framework for awards to ensure transparency	Improved Employee Motivation	Transparency rate in award processes, Increase in employee motivation metrics	PSC, MDAs	2023-2032 Framework establishment and updates		The budget includes award publication costs, transparency initiatives, and motivational tools.
	Publicly recognizing and publicizing the winners	An effective rewards and sanctions policy that promotes accountability	Number of publicly recognized exemplary performances, Increased accountability metrics	PSC, MDAs	2023-2033 - Continuous recognition and promotion		Budget justifies costs for recognition events, accountability campaigns, and incentives.
	Creating mechanisms for knowledge transfer regarding best practices	A transparent and fair system for granting awards, which fosters trust and equity among employees	Implementation rate of knowledge transfer mechanisms, Adoption rate of the transparent award system	PSC, MDAs	2023-2035 - Continuous knowledge - sharing mechanisms		Budget incorporates knowledge transfer tools, fairness initiatives, and equity programs.

Targets	Interventions	Expected Outcomes	Outcome Indicators	Actors	Timeframe	Budget Estimate in KES. Millions)	Remarks
	Developing a framework to encourage innovation uptake and application	Facilitated knowledge transfer and sharing of best practices among different agencies	Adoption rate of the innovation framework, Knowledge sharing metrics	PSC, MDAs	2023-2035 - Ongoing framework development		The budget covers innovation frameworks, knowledge - sharing tools, and implementation resources.
	Developing and implementing performance improvement plans	Encouragement of innovation and creativity in problem-solving and service delivery through the framework for innovation uptake and application	Number of improvement plans successfully implemented, Improvement in problem-solving and service delivery metrics	PSC, MDAs	2023-2033 - Continuous plan development and implementation		Budget justifies costs for improvement plans, problem-solving initiatives, and implementation resources.

Table 5.4: Training and Development

Targets	Interventions	Expected Outcomes	Outcome Indicators	Actors	Timeframe	Budget Estimate in KES. Millions)	Remarks
Training and Development							
Institutionalise e-learning in the public service	Review of existing policies and guidelines to mainstream e-learning	Adoption and application of e-learning solutions	Percentage increase in departments adopting e-learning	PSC, MDAs, Training Institutions	2023-2025 (Annual)	700M	Significant investment required for initial setup and continuous improvement of e-learning infrastructure and program development.
	Provision of tools, equipment, and facilities for e-learning support	Ease of access to e-learning facilities among learners	Number of accessible e-learning tools provided	PSC, MDAs, Training Institutions	2023-2026 (Bi-annual)		
	Development of e-learning modules and training programs	Reduced training expenses due to operational cost reduction	Cost savings from implemented e-learning modules	PSC, MDAs, Training Institutions	2023-2027 (Quarterly)		

Targets	Interventions	Expected Outcomes	Outcome Indicators	Actors	Timeframe	Budget Estimate in KES. Millions)	Remarks
Re-engineer the training function in the public service	Enhance PSC oversight role for effective monitoring of training activities	Effective monitoring of training activities across public service	Percentage increase in compliant training activities	PSC	2023-2024 (Semi-annual)	80M	Funds allocated for strengthening oversight crucial to ensure compliance and effectiveness of training activities across the public service.
Training Impact Assessment	Measure outcomes influencing job performance arising from training	Training impact assessment reports	Number of job performance improvements identified	PSC	2023-2025 (Quarterly)	100M	Necessary funding to conduct regular assessments that measure the direct impact of training on job performance, aiding in strategy refinement.
Partnership with relevant training and development institutions	Conduct and publish labor market analysis for skills evaluation	Annual labor market analysis on skills demand and supply	Number of identified skill gaps and shortages	PSC, MDAs, Ministry of Labour	2023-2033 (Annual)	100M	Investment in labor market analysis is vital to identify skill gaps and align training programs accordingly, enhancing workforce competence.
	Build partnerships to link skill set requirements with training programs	Established quality-focused partnerships	Number of established quality-focused partnerships	PSC, MDAs, Ministry of Labour	2023-2033 (Bi-annual)		

Targets	Interventions	Expected Outcomes	Outcome Indicators	Actors	Timeframe	Budget Estimate in KES. Millions)	Remarks
Build coaching and mentoring capacity in the public service	Create a mentoring policy for the public service	Mentoring policy published for use in the service	Percentage of workforce engaged in mentoring program	PSC	2023-2025 (Quarterly)	40M	Creating and implementing mentoring policies along with succession planning is essential for talent development and retention in the public service.
	Provide a succession-planning matrix	Full implementation of succession planning matrix	Standardized succession planning matrix	PSC	2023-2024 (Semi-annual)		

Table 5.5: Career Management

Targets	Interventions	Expected Outcomes	Outcome Indicators	Actors	Timeframe	Budget Estimate in KES. Millions)	Remarks
Career Management							
Develop and Implement Standardized Career Management Practices	Mainstream best practices in career management	Standardized career management practices across the public service	Percentage increase of departments adopting standardized career practices	PSC	2023-2025 (Annual)	300M	Significant investment required for broad implementation and ongoing adaptation of career management practices.
Create a Framework for Individual and Organizational Goal Integration	Develop a framework for integrating individual and organizational goals	Integration of individual and organizational goals	Alignment rate between individual and organizational goals	PSC	2023-2024 (Bi-annual)	60M	Budget allocation needed for developing and implementing a comprehensive goal integration framework.
Establish Dual Career Paths for Flexibility in Career Management	Development of dual career paths	Implementation of dual career paths	Percentage increase in employees using dual career paths	PSC	2023-2025 (Annual)	60M	Investment to facilitate the development and adoption of dual career paths for employee flexibility.

Targets	Interventions	Expected Outcomes	Outcome Indicators	Actors	Timeframe	Budget Estimate in KES. Millions)	Remarks
Develop a Monitoring and Evaluation Framework for Career Guidelines	Development of monitoring and evaluation framework	Establishment of a monitoring and evaluation framework	Number of KPIs defined in the framework	PSC	2023-2024 (Annual)	40M	Budget necessary for creating an effective evaluation framework ensuring adherence to career guidelines.
Create Competency Framework for Career Levels	Development of Competency Framework	Implementation of Competency Framework for career levels	Percentage increase in employees meeting competency standards	PSC	2023-2024 (Bi-annual)	48M	Investment required to design, implement, and assess competency standards across career levels.

Table 5.6: Flexible Working Arrangements

Targets	Interventions	Expected Outcomes	Outcome Indicators	Actors	Timeframe	Budget Estimate in KES. Millions)	Remarks
Flexible Working Arrangements							
Develop and Implement Policy on Flexible Working Arrangements	Develop a Policy on Flexible Working Arrangements in the Public Service	Institutionalize a comprehensive policy for flexible work arrangements within the public service	Implemented policy with compliance rate among departments	PSC	2023-2024 (One-time)	20M	Comprehensive research, consultations, drafting, and dissemination of policy
Implement and Monitor Policy on Flexible Working Arrangements	Implement the Policy on Flexible Working Arrangements in the Public Service	Adoption and ongoing tracking of flexible working arrangements within the service	Percentage increase in employees utilizing flexible arrangements	PSC, MDAs	2023-2025 (Ongoing)	60M	Training, monitoring systems setup, staff engagement programs

Targets	Interventions	Expected Outcomes	Outcome Indicators	Actors	Timeframe	Budget Estimate in KES. Millions)	Remarks
Adoption of Technologies to Enhance Flexible Work Arrangements	Incorporate technologies that enhance Flexible Working Arrangements in the digitization process	Procurement and integration of technologies promoting flexible working	Number of technologies implemented for flexible work	PSC, MDAs, National Treasury	2023-2026 (Ongoing)	100M	Cost of technology procurement, integration, training, and support
Provide Tools and Equipment for Efficient Flexible Working	Facilitate employees with tools and equipment for efficient flexible working	Efficient utilization of tools and equipment for flexible work environments	Percentage increase in tool usage for flexible work	PSC, MDAs, National Treasury	2023-2025 (Ongoing)	100M	Acquisition of devices, infrastructure setup, maintenance costs
Implement Performance Monitoring System for Flexible Work	Implement a performance monitoring and evaluation system that recognizes the flexible work environments	Establishment of a performance monitoring system acknowledging flexible work environments	Utilization rate of the performance monitoring system	PSC, MDAs, National Treasury	2023-2033 (Ongoing)	100M	Development, deployment, and maintenance of monitoring systems

Table 5.7: Exit Management

Targets	Interventions	Expected Outcomes	Outcome Indicators	Actors	Timeframe	Budget Estimate in KES. Millions)	Remarks
Exit Management							
Conduct Comprehensive Exit Interviews	Conduct exit interviews	Seamless transition of employees exiting from the service	Percentage increase in exit interview completion rates	MDAs	2023-2024 (One-time)	0	-
Establish an Emeritus Program	Implement an Emeritus program	Development of an Emeritus program and a database of experienced experts	Successful implementation of the Emeritus program	MDAs	2023-2033 (Ongoing)	50M	Long-term program implementation
Automate Post-Exit Benefits Processing	Automation of the processing and payment procedures for post-exit benefits	Swift transition from salary to pension for retiring employees and timely processing of other benefits	Reduction in processing time for post-exit benefits	PSC, MDAs, National Treasury	2023-2025 (Ongoing)	30M	Technological infrastructure and system development

Targets	Interventions	Expected Outcomes	Outcome Indicators	Actors	Timeframe	Budget Estimate in KES. Millions)	Remarks
Enhance Retirees' Social Security	Facilitation for a post-retirement medical cover	Provide access to adequate and affordable medical care for individuals retiring from the service	Percentage increase in retirees with access to medical cover	PSC, MDAs, National Treasury	2023-2033 (Ongoing)	1000M	Based on various factors such as coverage options, negotiated premiums with healthcare providers, retirees' age demographics, scope of medical services covered, monitoring and review, administrative costs, and other related expenses.
Capacity Building and Alumni Associations	Undertake capacity building on exit management	Ensure dignity and support for retired employees, formation of Alumni Associations / Communities of Practice	Number of participants in capacity-building programs	PSC, MDAs, National Treasury	2023-2033 (Ongoing)	80M	Training and association establishment

Table 5.8: Human Resources Audit

Targets	Interventions	Expected Outcomes	Outcome Indicators	Actors	Timeframe	Budget Estimate in KES. Millions)	Remarks
Human Resources Audit							
Develop and Implement Framework for HR Audit	Develop and implement framework for human resources audit	Standardized HR Audit process and accountabilities	Adoption and utilization of HR audit framework	PSC	2023-2033 (Ongoing)	50M	Comprehensive framework development and implementation

Targets	Interventions	Expected Outcomes	Outcome Indicators	Actors	Timeframe	Budget Estimate in KES. Millions)	Remarks
Continuous Review of Policies and Guidelines	Continuous review of policies and guidelines to ensure compliance with emerging laws and standards	Compliance with emerging laws and standards in HR management	Percentage increase in compliance with new laws	PSC	2023-2033 (Ongoing)	50M	Regular legal assessments, research, and policy updates
Conduct Regular Training for Officers in HR Audit	Conduct regular training for officers involved in carrying out human resource audits	Enhanced skills and competence in conducting HR audits	Number of officers trained in HR audit	PSC	2023-2033 (Ongoing)	100M	Training programs, workshops, materials development
Review HR Audit Manual and Audit Tools	Review of the Human Resource Audit manual and Audit tools	Clear guidelines on human resource compliance audits in the public service	Issuance and adoption of updated audit guidelines	PSC	2023-2033 (Ongoing)	60M	Manual/tool revision, publication, and dissemination
Institutionalize Mechanisms for Monitoring and Evaluation	Institutionalizing mechanisms for monitoring and evaluation	Standard method for handling monitoring and evaluation in the public service	Consistency and standardization of HR audits across MDAs	PSC	2023-2033 (Ongoing)	100M	Infrastructure setup, system implementation, and training

Table 5.9:Digitalisation of Human Resources Processes

Targets	Interventions	Expected Outcomes	Outcome Indicators	Actors	Timeline with Frequency	Budget Estimate in KES. Millions)	Remarks
Digitalisation of Human Resources Processes							
Establishment of Steering Committee for HR Process Digitalization	Formation of a Steering Committee on digitalization of HR processes in the Public Service	Operational Steering Committee formed for HR digitalization processes	Formation of a Committee with assigned roles and responsibilities	PSC	2023-2024 (One-time)	0	No direct financial costs expected.
Formulation of Regulatory Framework for HR Process Digitalization	Formulate a regulatory framework for digitalization of HR Processes	Implementation of a clear regulatory framework for HR process digitalization	Completion and adoption rate of the regulatory framework	PSC	2023-2025 (Ongoing)	80M	Costs for legal consultations, policy drafting, and stakeholder engagements.

Targets	Interventions	Expected Outcomes	Outcome Indicators	Actors	Timeline with Frequency	Budget Estimate in KES. Millions)	Remarks
Implementation of Digitalization Framework for HR Processes	Implement the framework for digitalization of HR Processes	Successful integration and operation of proposed modifications in HRIS	Completed implementation of proposed HRIS modifications	PSC	2023-2026 (Ongoing)	200M	Investment in technology, software development, training, and infrastructure upgrades.
Monitoring and Evaluation of HR Process Digitalization	Monitoring and Evaluation of the digitalization of HR Processes	Regular reports assessing the effectiveness of HR process digitalization	Frequency of timely reports assessing the efficiency of digitalization	PSC	2023-2025 (Ongoing)	120M	Costs for data analysis tools, personnel training, and reporting systems.
Consolidation of HR Data for the Public Service	Formulate requirements framework, set up infrastructure, implement, and analyze HR data	Implementation of a centralized HRIS with consolidated HR data across the Public Service	Percentage completion of HRIS implementation with consolidated data	MDAs, PSC	2023-2026 (Ongoing)	250M	Expenses for data migration, system integration, and infrastructure setup.
Integration of HR Systems in the Public Service	Develop integration framework, implement, and evaluate integration of HR systems	Successful integration of HR systems into one centralized platform	Integration completion rate of HR systems in a single platform	PSC	2023-2025 (Ongoing)	50M	Costs for software integration, testing, and training for system adoption.

APPENDICES

Introduction

Following are results from the human resources (HR) professionals' survey. The report is arranged into the following sections; Biodata of respondents, HR Planning and Succession Management, Recruitment Systems and Processes, HR Training and Development, Performance Management, Flexible Work Arrangements, Career Management, Digitalisation and Automation of HR Processes, and Exit Management

Biodata

Gender, age, and tenure
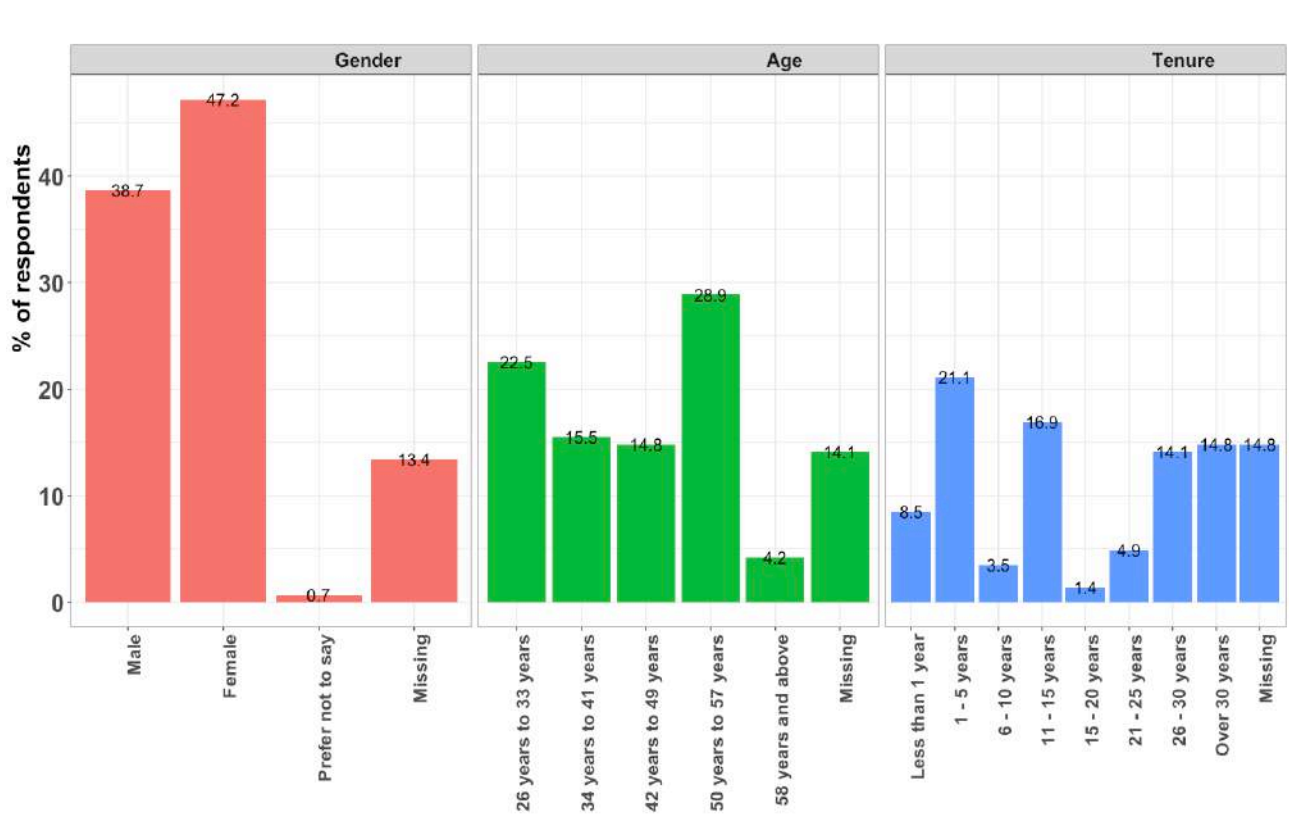
Figure 1: Respondent›s gender, age, and tenure

Figure 1 above shows that the majority of respondents were female (47.2%), they were aged between 50 to 57 years (28.9%) and had been working in the public sector for between 1 and 5 years (21.1%). Generally, the various categories were well represented. Respondents who failed to fill the bio information ranged between 13.4% and 14.8%. The non-response seemed systematic and not random as will be highlighted in Figure 2 below.

Agency by gender
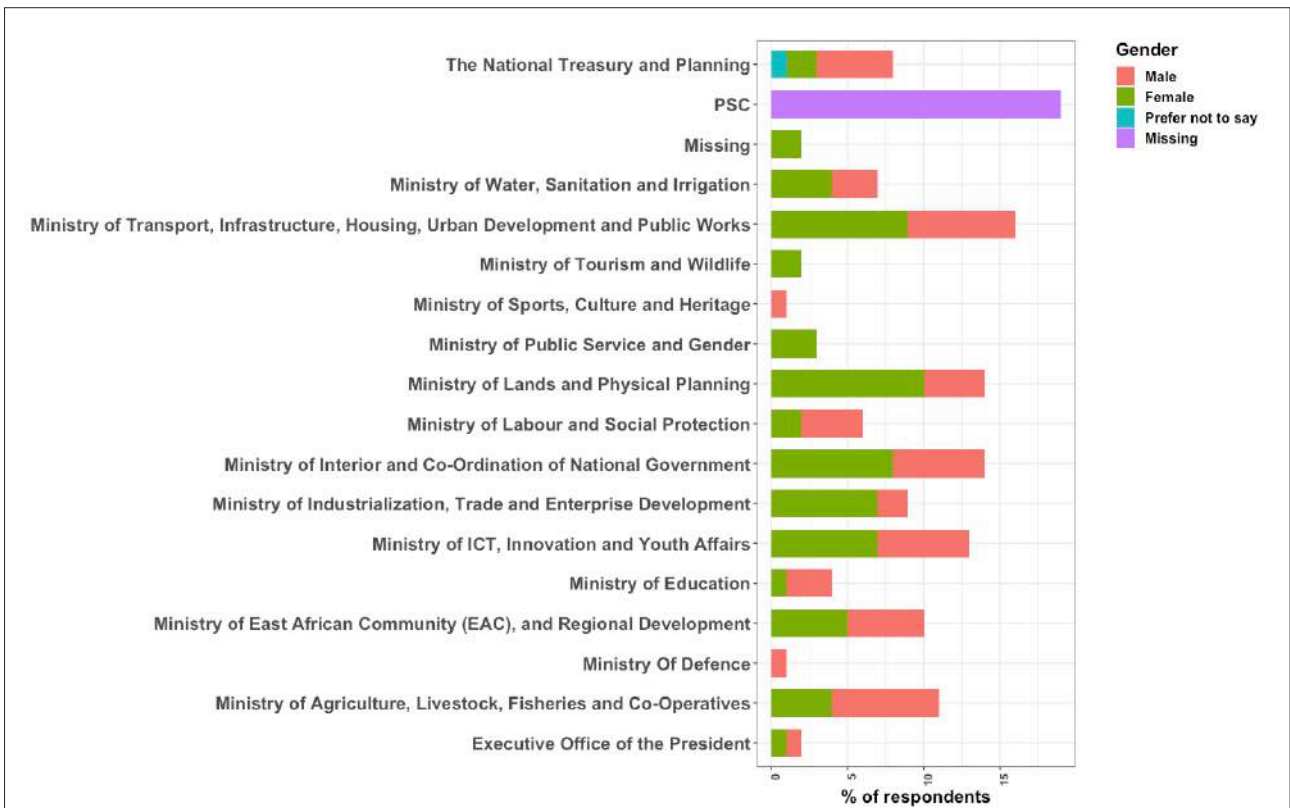
Figure 2: Respondents within each agency by gender

Figure 2 shows respondents were drawn from 17 agencies, and majority were based in the Public Service Commission (PSC) (18%) and the lowest number, (1%) were in the Ministry of Sports, Culture and Heritage. Overall, female respondents were more within most agencies. We also noted that no respondent in the PSC recorded their gender, implying a systematic non-response by respondents from the agency on gender.

Agency by age

Figure 3: Respondents within each agency by age bracket

Figure 3 shows the majority of respondents were between 50 and 57 years, with all ages well represented across the agencies. Notably, similar to gender, no respondent from PSC reported their ages. Ministries of Defence and Sports, Culture and Heritage were the least represented by age.

Departments within each agency

A Table is provided in excel. Could provide a link on one drive to refer the reader.

Job group

Figure 4: Respondent's job groups

Figure 4 illustrates the job groups of respondents. Most respondents were in job groups CSG 9, J and L. We also observed that some respondents reported multiple grades.

Human Resources Planning and Succession Management

Existence of systems for determining HR requirements
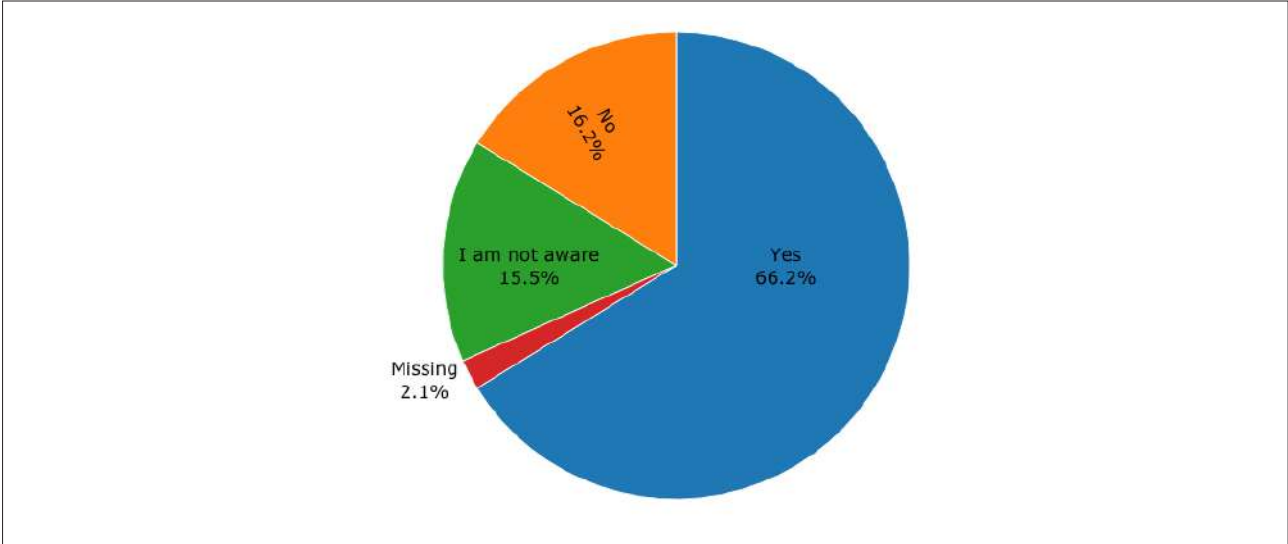
Figure 5: Existence of systems for determining HR requirements in the organisation

Figure 5 shows that 66.2% of respondents' organisations have HR systems, and only 16.2% did not have them. Interestingly, 15.5% of the respondents did not know whether their organisations had HR systems.

Those who answered in the affirmative

Respondents who said there was a system for determining HR requirements reported use of approved staff establishments, guidelines from employers HR manual, planning policies, and strategies.

Challenges in HR management and planning
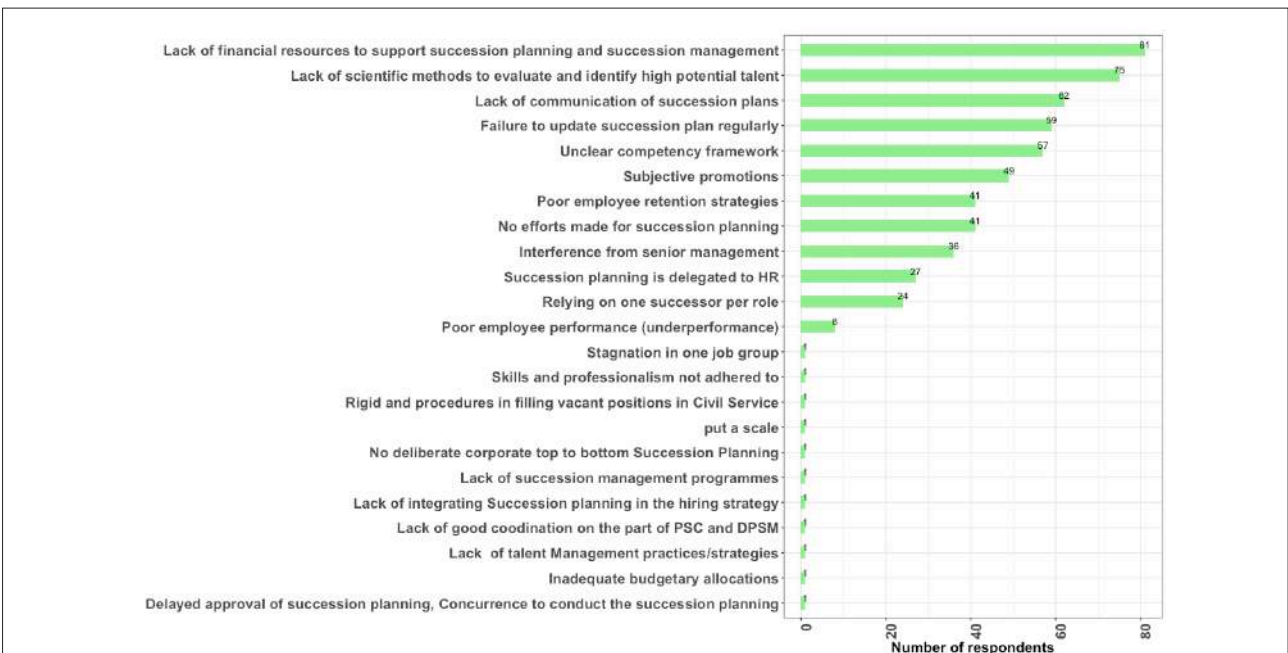
Figure 6: Main challenges in HR management and planning

The top challenge reported was lack of financial resources to support succession planning and succession management. This was followed by lack of scientific methods to evaluate and identify high potential talent. Lack of communication of succession plans, failure to update succession plan regularly, unclear competency framework, subjective promotions, poor employee retention strategies, relying on one successor per role, and succession planning being delegated to HR were the other major challenges identified.

Recruitment Systems and Processes

Existence of recruitment plans and systems used
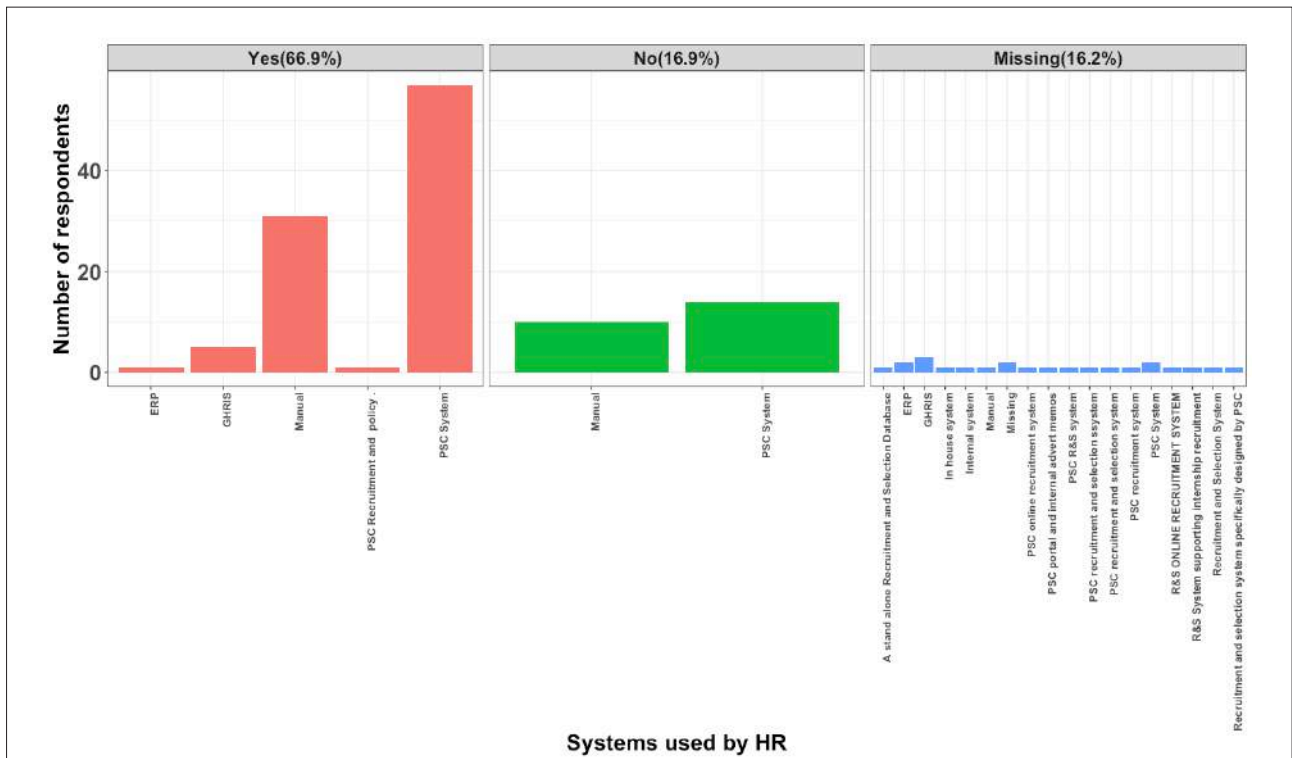
Figure 7: Existence of recruitment plans and systems used for the planning

A majority of respondents (66.9%) reported the existence of recruitment plans in their organisations while 16.9% reported that the plans did not exist. A further 16.2% interviewees did not respond. The PSC system was used the most for recruitment planning.

In your day-to-day operations in human resources management, to what extent do you encounter the following recruitment and selection challenges?
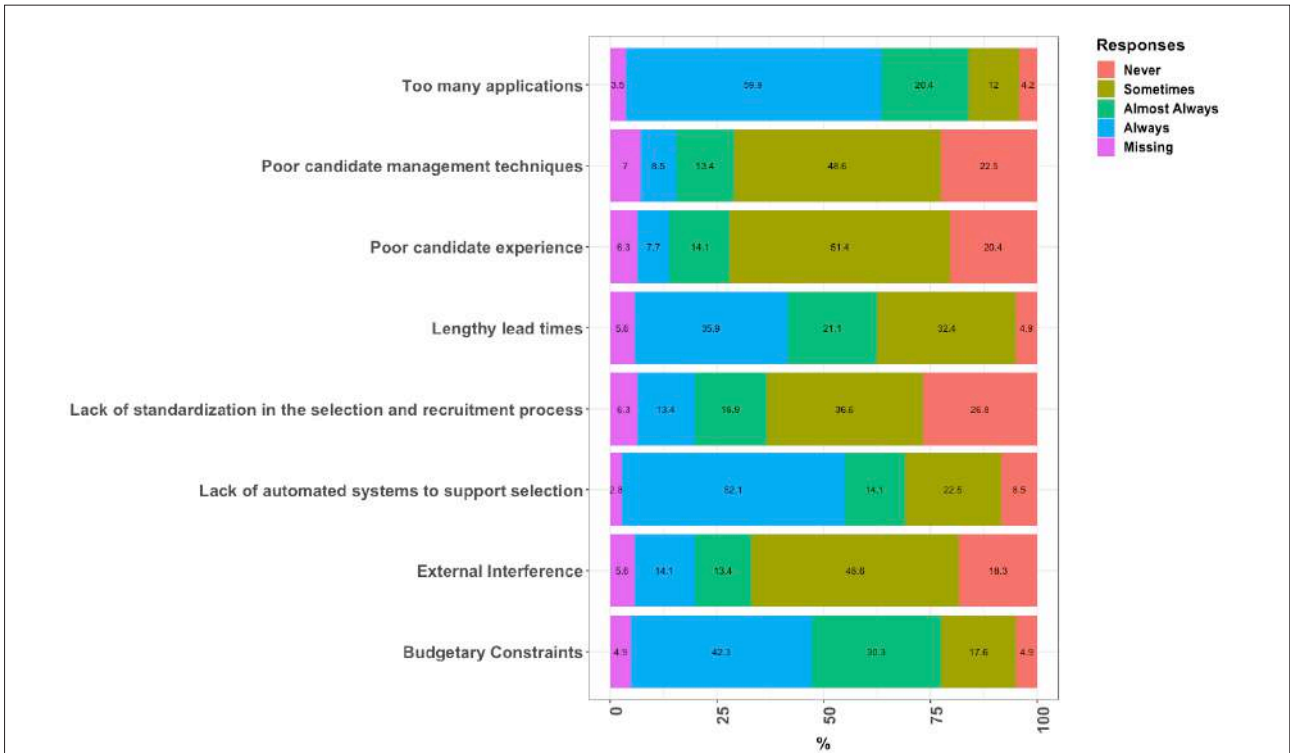
Figure 8: Extent to which challenges are encountered in recruitment and selection

Respondents reported encountering the stated challenges always, with "too many applications" being a significant challenge. A sizable percentage of the respondents never encountered poor candidate management techniques, poor candidate experience, and lack of standardisation in the selection and recruitment process

From your perspective as an HR practitioner, what would help improve succession management in the public service?

Respondents recommended an increment in financial resources to support succession planning. They also recommended regular reviews and updating of the plans, and coming up with policies and guidelines about succession management. They also recommended capacity development and sensitisation of staff involved in planning.

Viewed from an HR perspective, the current recruitment and selection systems and technologies support the following: (Tick all that apply):
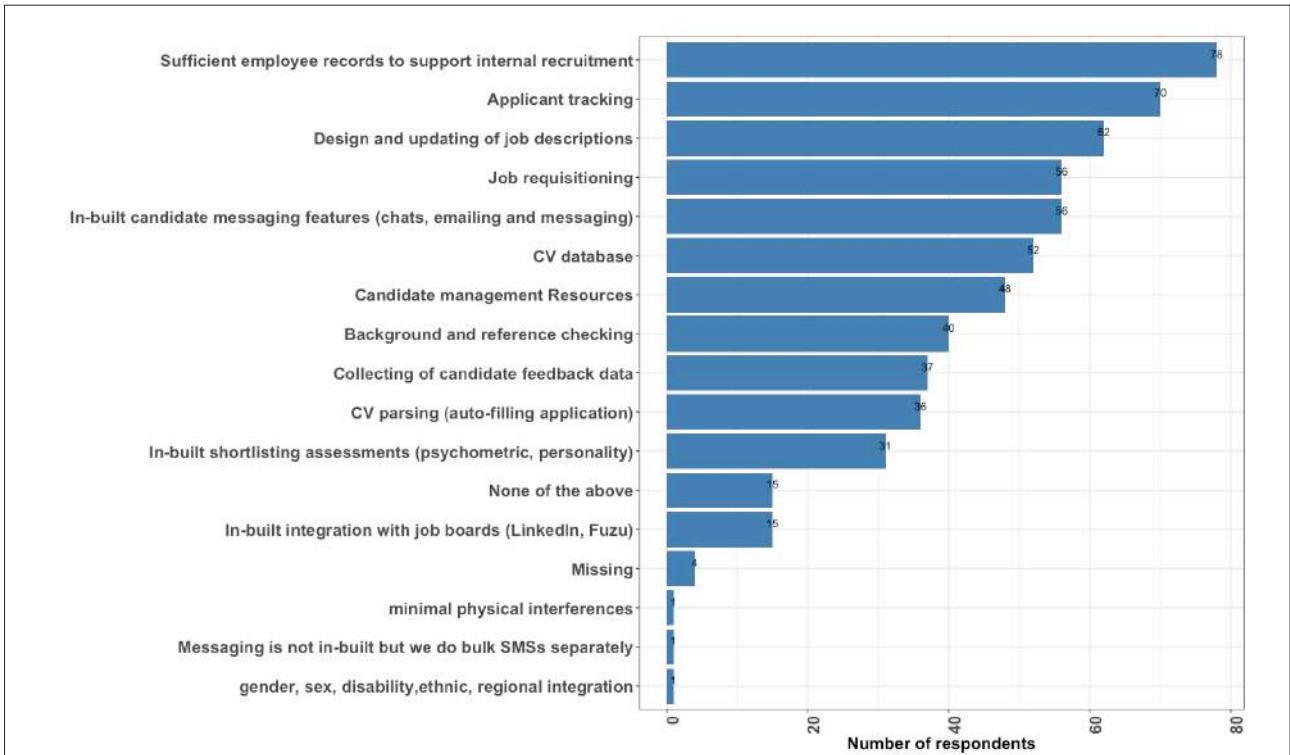
Figure 9: What the current recruitment and selection systems and technologies support

The top five most supported functionalities by the current recruitment and selection system were provision of sufficient employee records to support internal recruitment, applicant tracking, design and updating of job descriptions, job requisition, and inbuilt candidate messaging features.

In your opinion as an HR practitioner, what can be done to improve the recruitment and selection process in your organisation?

Respondents suggested an increase in funds/budget for training activities and developing focused training frameworks based on needs and performance of employees. They also recommended the setting up of e-learning facilities, automation of employee skills data, and creating a database for skills inventory.

Human Resources Training and Development

In your role as an HR practitioner, what systems do you currently use to manage employee learning, training, and development activities?
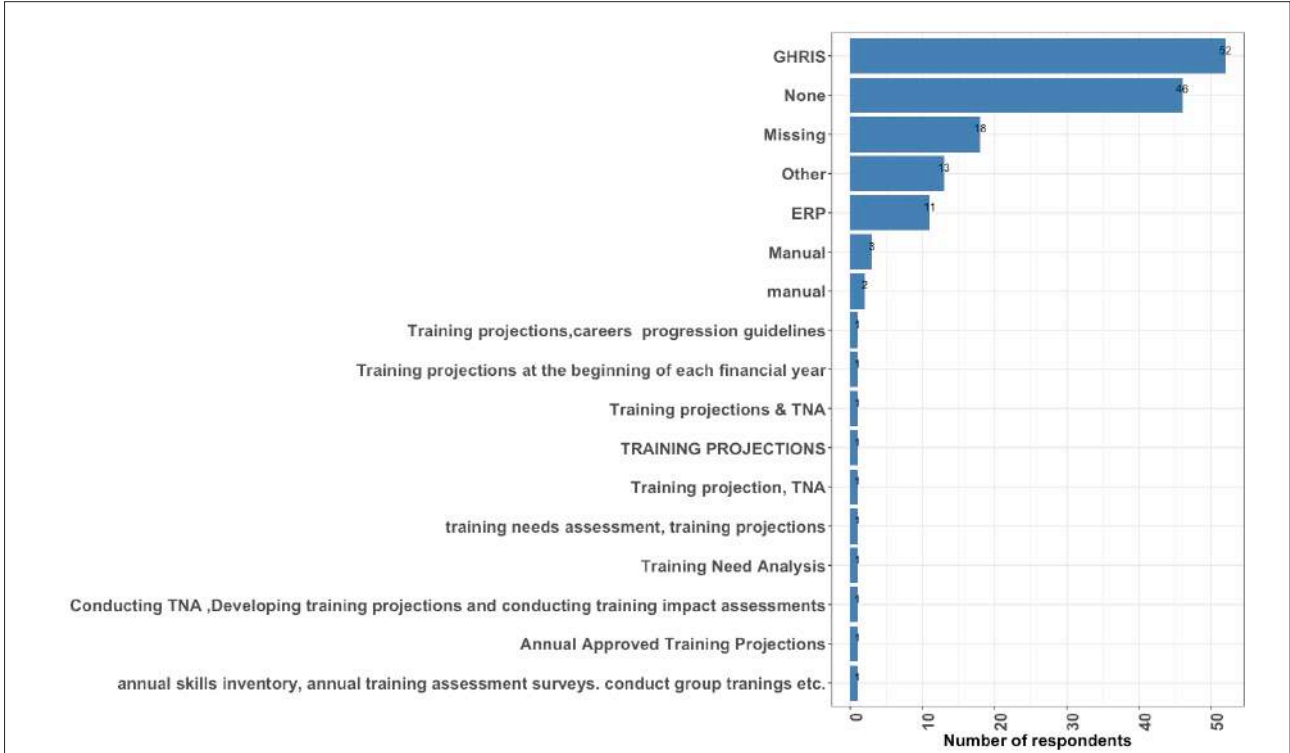
Figure 10: Systems being used to manage employee learning, training, and development activities

The most commonly used systems to manage employee learning, training, and development activities were reported to be GHRIS, ERP and manual. A sizeable number of respondents reported that no systems were being used currently.

Viewed from an HR perspective, training, learning and development systems and technologies support the following: (Tick all that apply):
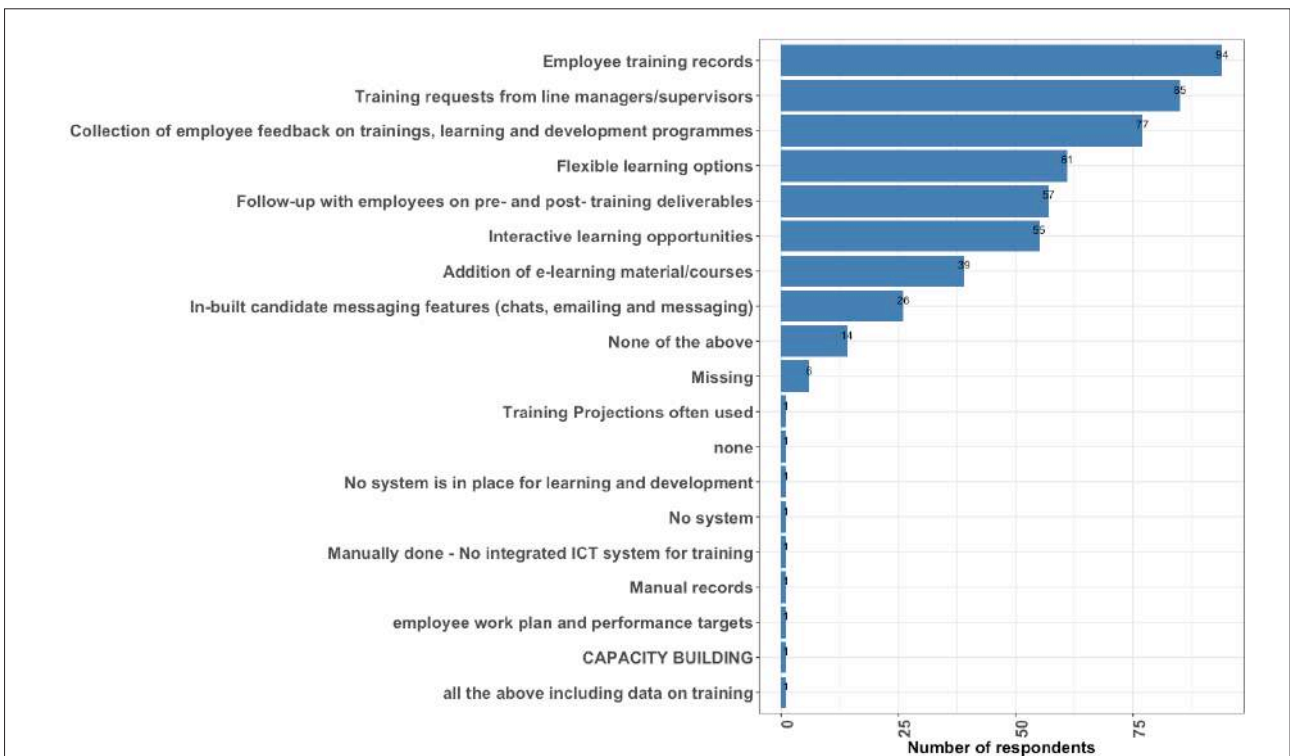
Figure 11: The features that training, learning, and development systems, and technologies support

Training, learning and development systems and technologies support mostly employee training records, training requests from line managers and collection of employee's feedback on trainings, learning, and development programmes. The systems also support flexible learning options and follow-up with employees on pre- and post-training deliverables.

In your capacity as an HR practitioner, what are the main challenges that you face in training and development? (Tick all that apply)
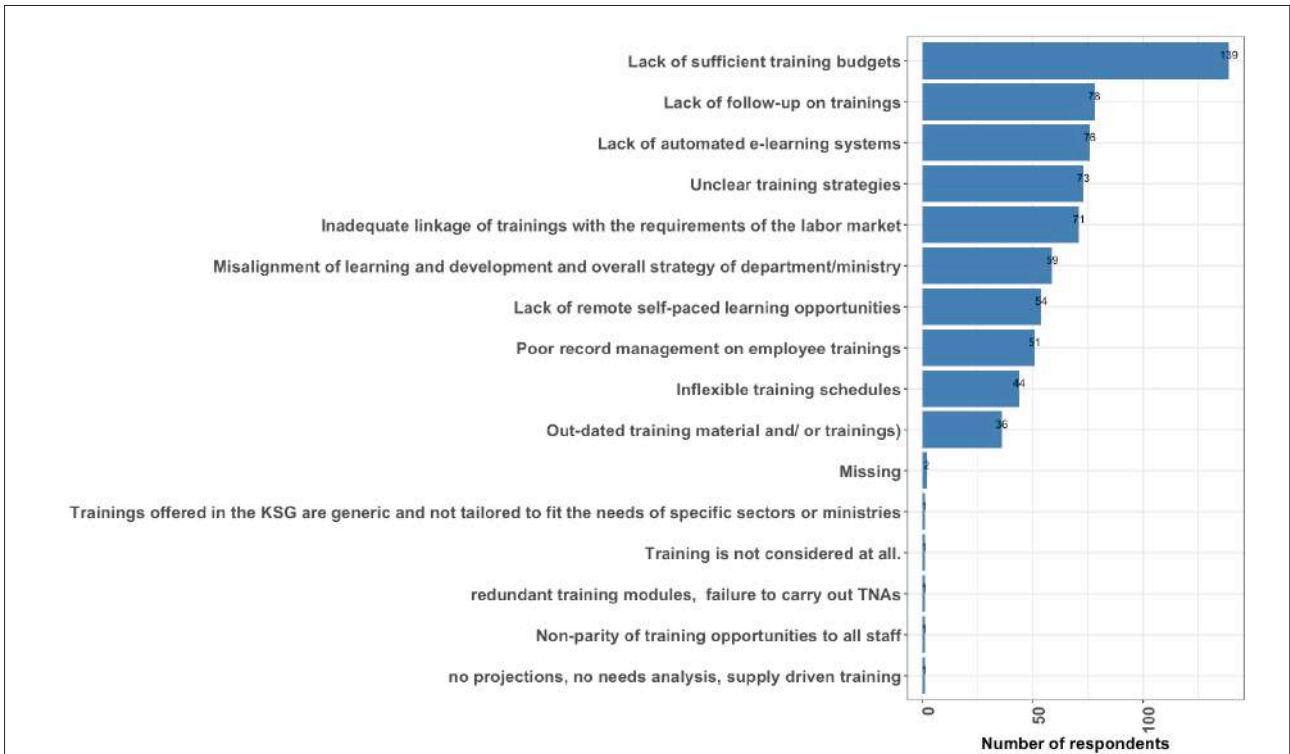
Figure 12: Main challenges in training and development

HR practitioners reported lack of sufficient budgets, lack of follow-up on trainings and lack of automated e-learning systems as the top three challenges they face in training and development. Other main challenges reported were unclear training strategies, inadequate linkage of trainings with the requirements of the labour market, and misalignment of learning and development and overall strategy of ministries.

On a scale of 1 to 5, how relevant to the performance of your duties is the requirement for registration/ subscription to relevant professional bodies?
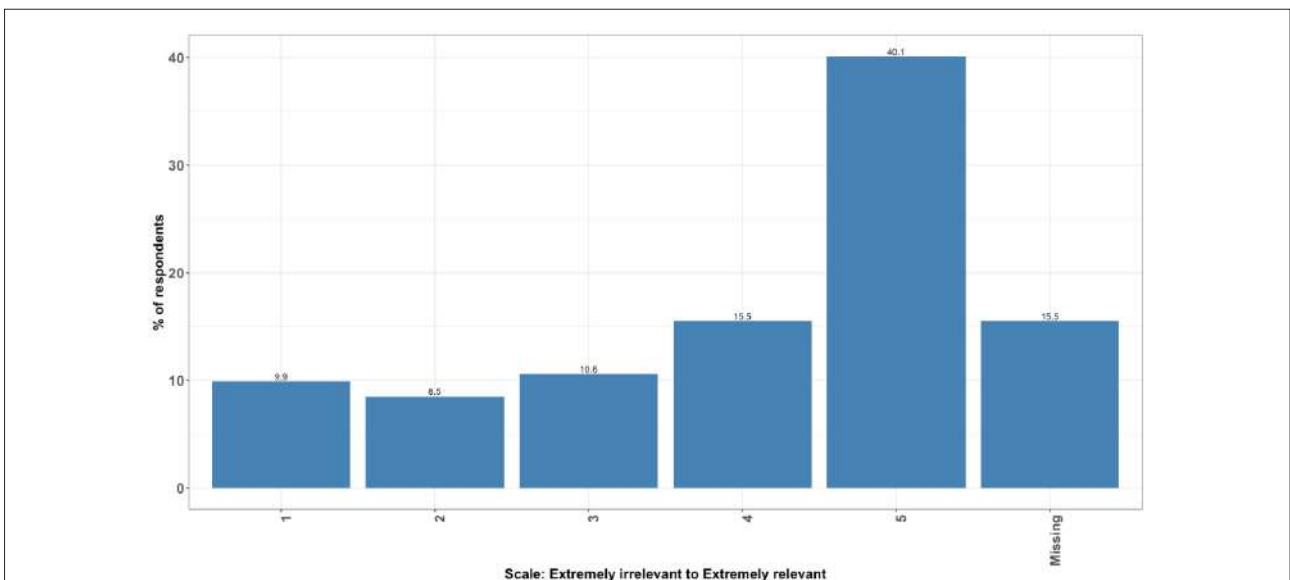
Figure 13: Relevance of subscribing to professional bodies to performance of HR duties

Most HR practitioners (40.1%) recognised that being registered and subscribing to professional bodies is

extremely relevant to the performance of their duties.

In your opinion as an HR practitioner, what can be done to improve training and development within your organisation?
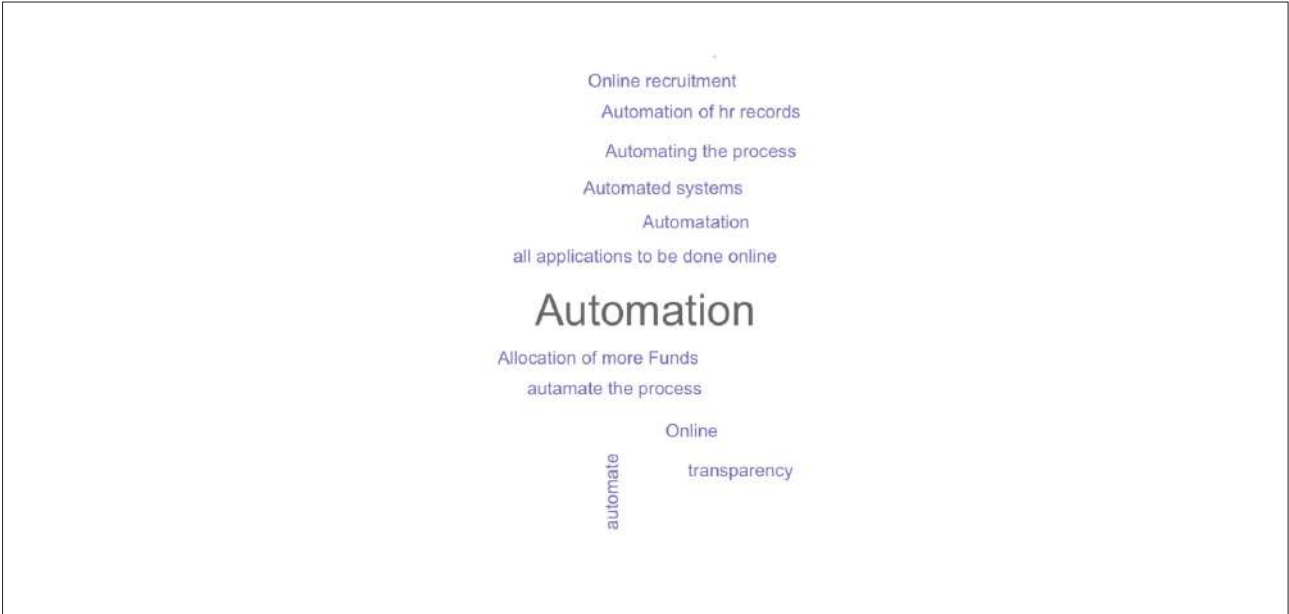
Figure 14: What can be done to improve training and development within the organisation

Most respondents identified automation of the HR systems as a possible functionality that could improve training and development of employees in their organisation.

Performance Management
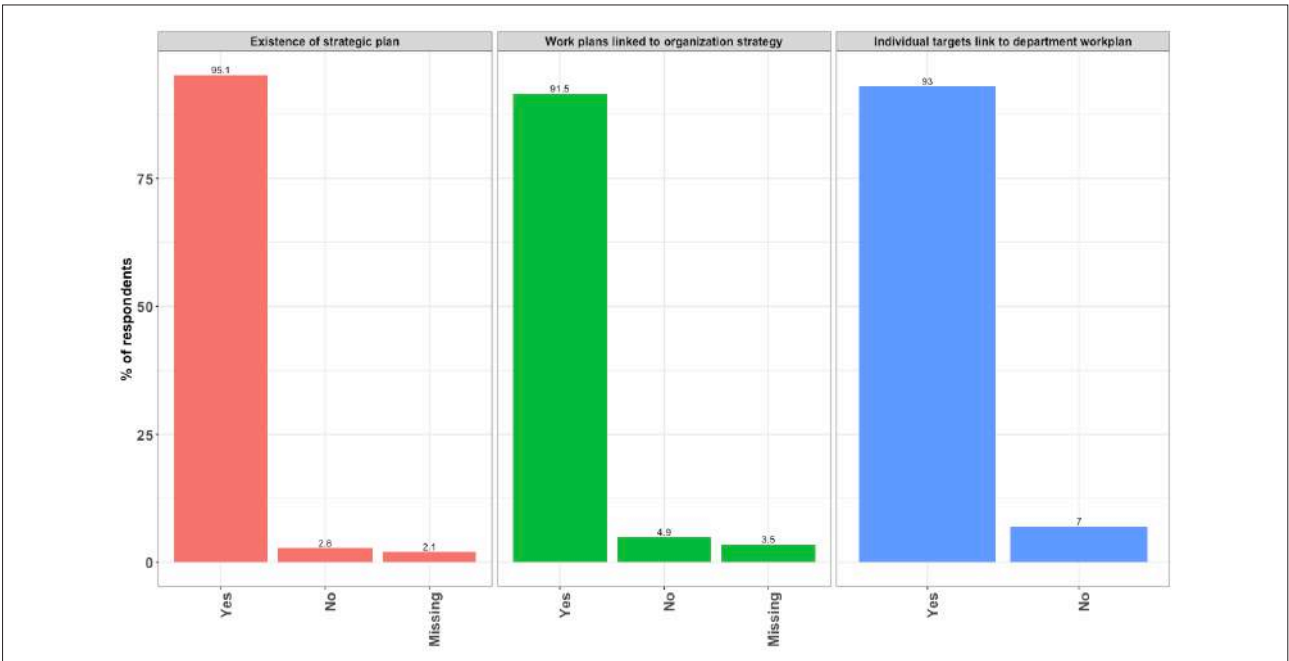
Figure 15: Existence of strategic plans on performance management; whether work plans are linked to organisation strategy; and whether individual targets link to departmental work plans

Is there a strategic plan in your organisation?

A high percentage of respondents (95.1%) reported that strategic plans existed in their organisations.

Does your department have work plans that are linked to the strategy of the organisation?

Similarly, the majority of respondents (91.5%) reported that work plans were linked to their organisation's strategy.

From an HR perspective, do you think individual performance targets for the teams in your organisation link to their departmental work plans?

Again, a high percentage (93) of respondents reported that individual performance targets link to departmental work plans. All the respondents answered this question.

In your opinion, to what extent do the following strategies influence how individual and organisational objectives are linked?
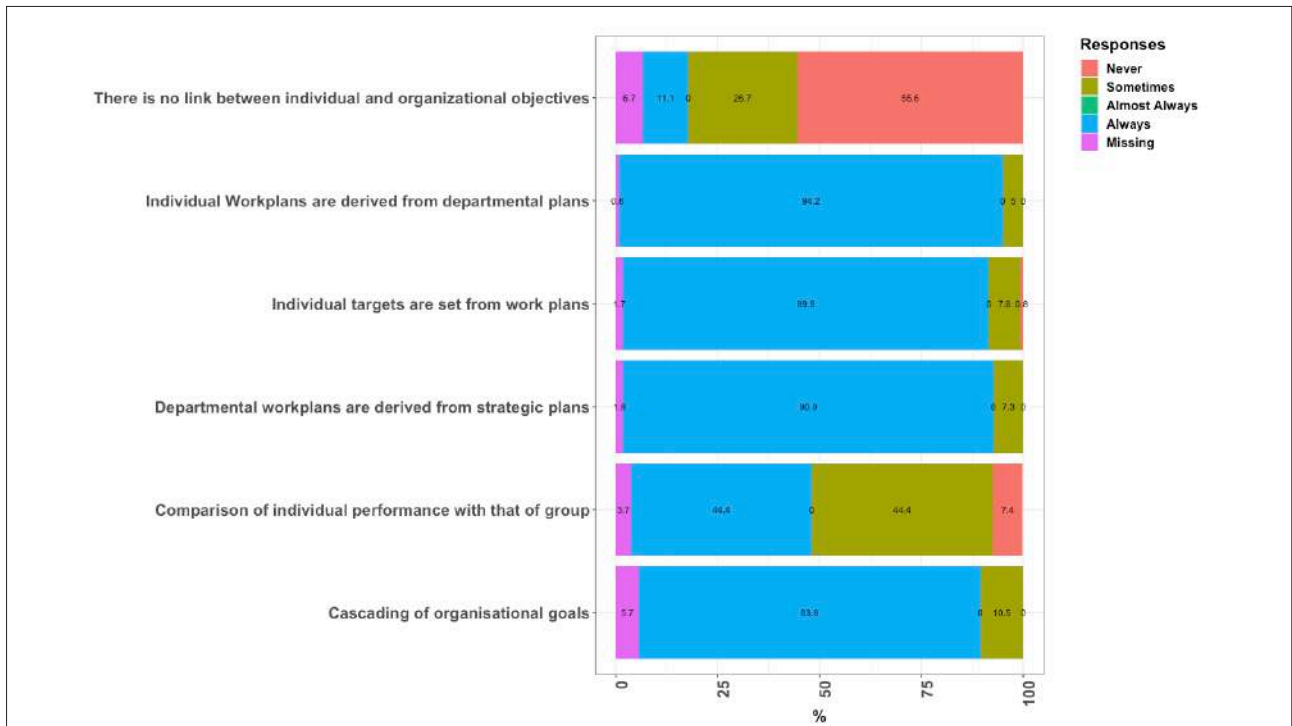
Figure 16: Extent to which evaluated strategies influence how individual and organisational objectives are linked

According to the respondents, the majority of the evaluated strategies always influence how individual and organizational objectives are linked. However, respondents reported that there is never a link between individual and organizational objectives.
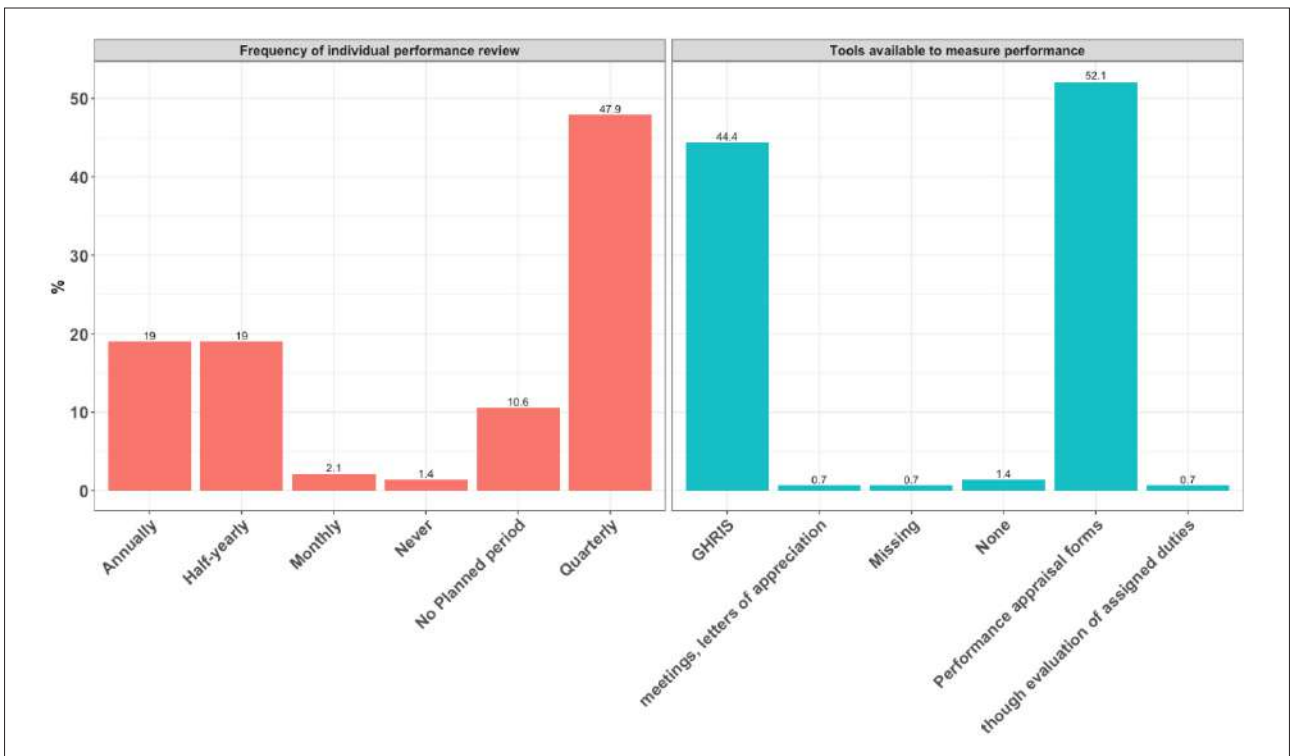
Figure 17: Frequency of individual performance reviews and tools used to measure performance

What is the frequency of individual performance review discussions in your organisation?

Most individual performance reviews were reported to be conducted quarterly (47.9%) followed by annually and half-yearly, both representing 19% of the total respondents. Some respondents reported that there were no planned periods for the performance reviews.

What tools/systems are available to measure your performance within your organisation?

A majority of respondents (52.1%) reported the use of performance appraisal forms, while 44.4% used GHRIS to measure performance within their organisations.

From an HR perspective, apart from pre-determined work targets, what other factors are considered when appraising an individual?
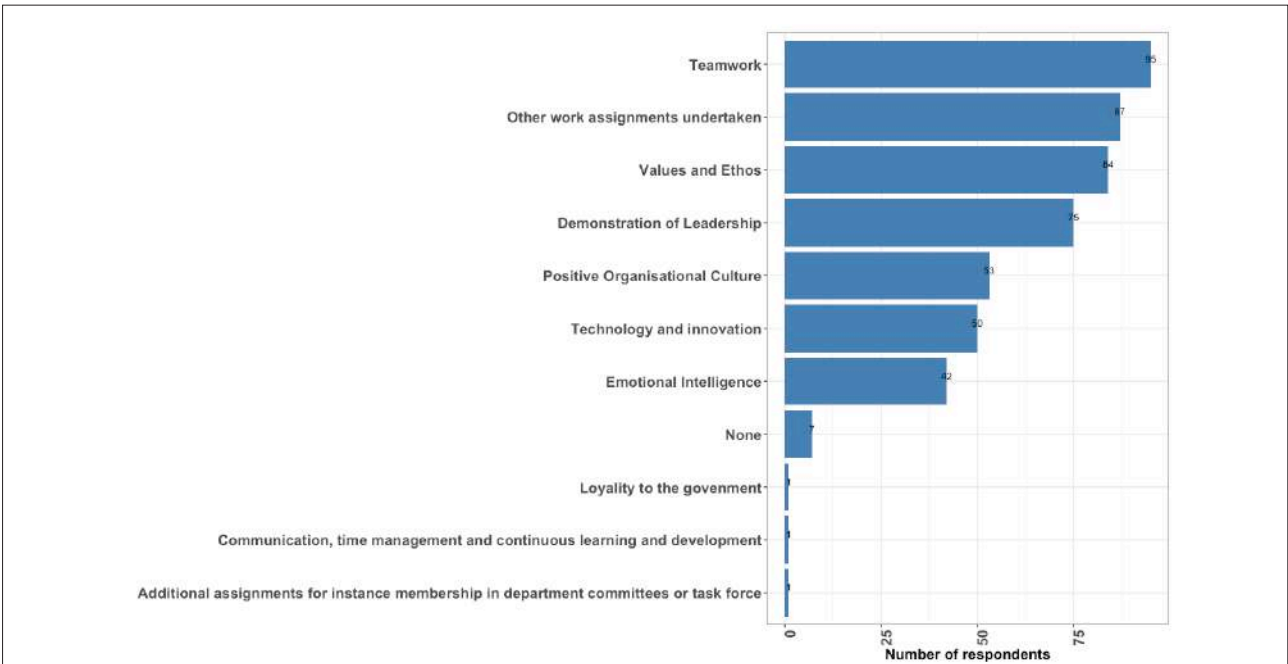
Figure 18: Other factors considered when appraising individuals

Most respondents reported teamwork, other work assignments undertaken, values and ethos, demonstration of leadership, positive organisational culture, technology and innovation, and emotional intelligence, in that order, alongside pre-determined work targets in appraising individuals.

From your perspective as an HR practitioner, to what degree are the factors below a challenge in individual performance management within your organisation?
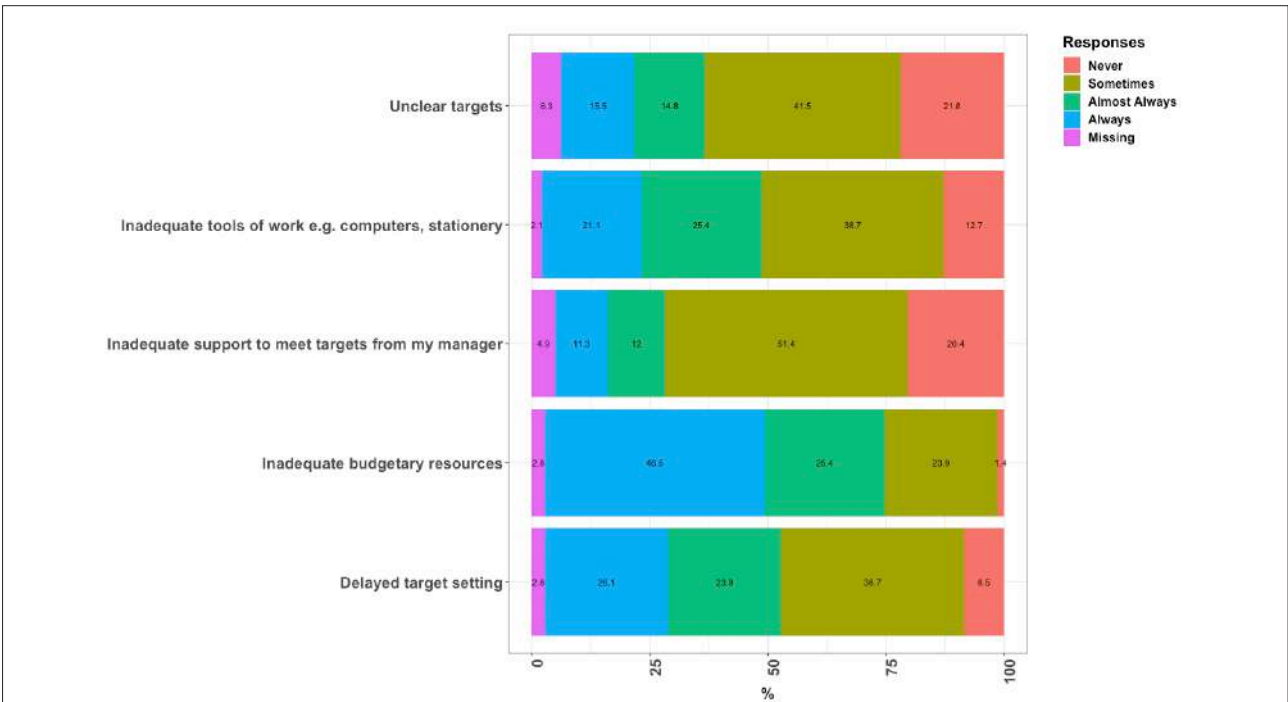
Figure 19: Degree to which some factors challenge individual PM process

Respondents reported that sometimes, the evaluated factors were challenges in performance management in their organisations. However, respondents stated that inadequate budgetary resources were always a challenge.

In your capacity as an HR practitioner, indicate your level of agreement with the following statements:
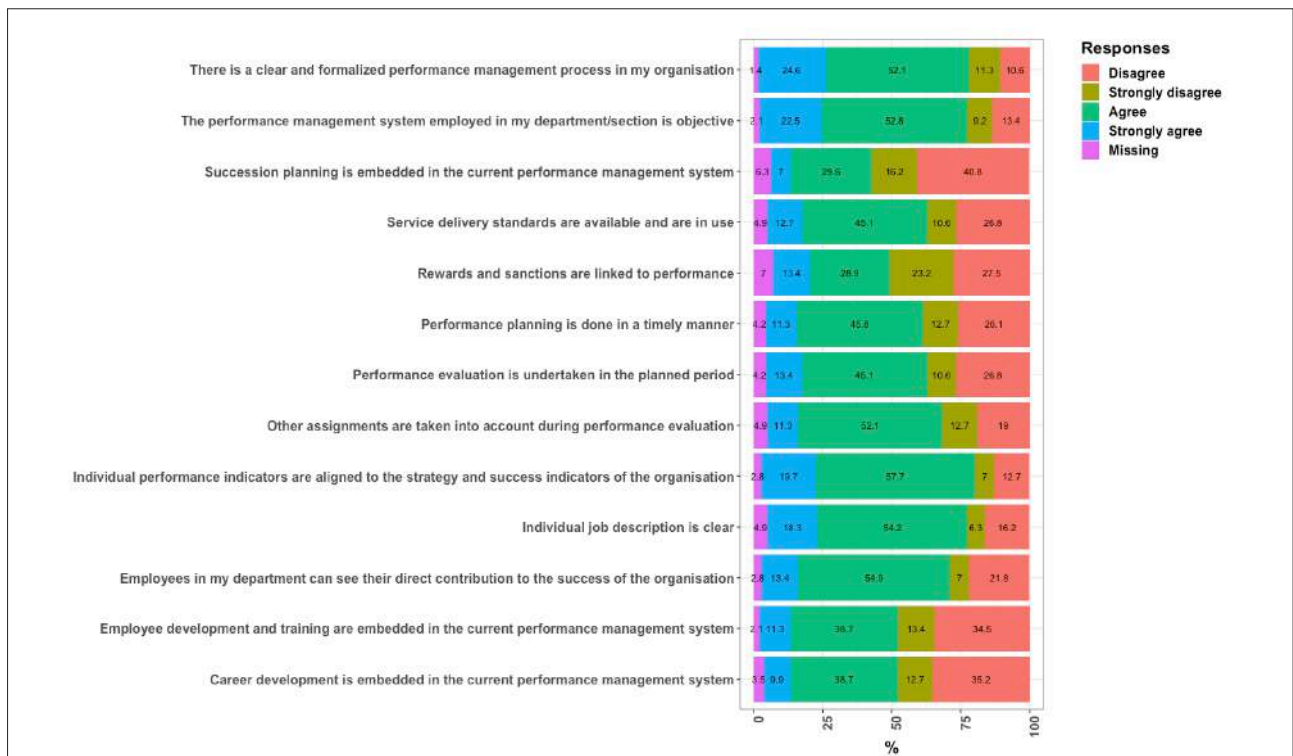
Figure 20: Level of agreement with evaluated statements on PM

Most respondents agreed with the evaluated statements. However, the majority (40.8%) disagreed with the statement that succession planning is embedded in the current performance management system. A sizeable number (26.8%) also disagreed with the statement that service delivery standards are available and in use, while 27.5% disagreed that rewards and sanctions are linked to performance. (), A notable percentage (34.5%) disagreed with the statement that employee development and training are embedded in the current performance management system, while 35.2% disagreed that career development is imbedded in the current performance management system. Still, 26.1% disagreed with the statement that performance planning is done in a timely manner, while 26.8% disagreed that performance evaluation is undertaken in the planned period.,

Recommendations to improve performance management

Most respondents recommended training on performance management, more emphasis on rewards and sanctions, an effective system that to discriminates between performers and non-performers even in team assignments/tasks, and sensitisation of staff on the use of the online performance management system.

Flexible working arrangements

As an HR practitioner in the public service, have you instituted any flexible working arrangements in your organisation?
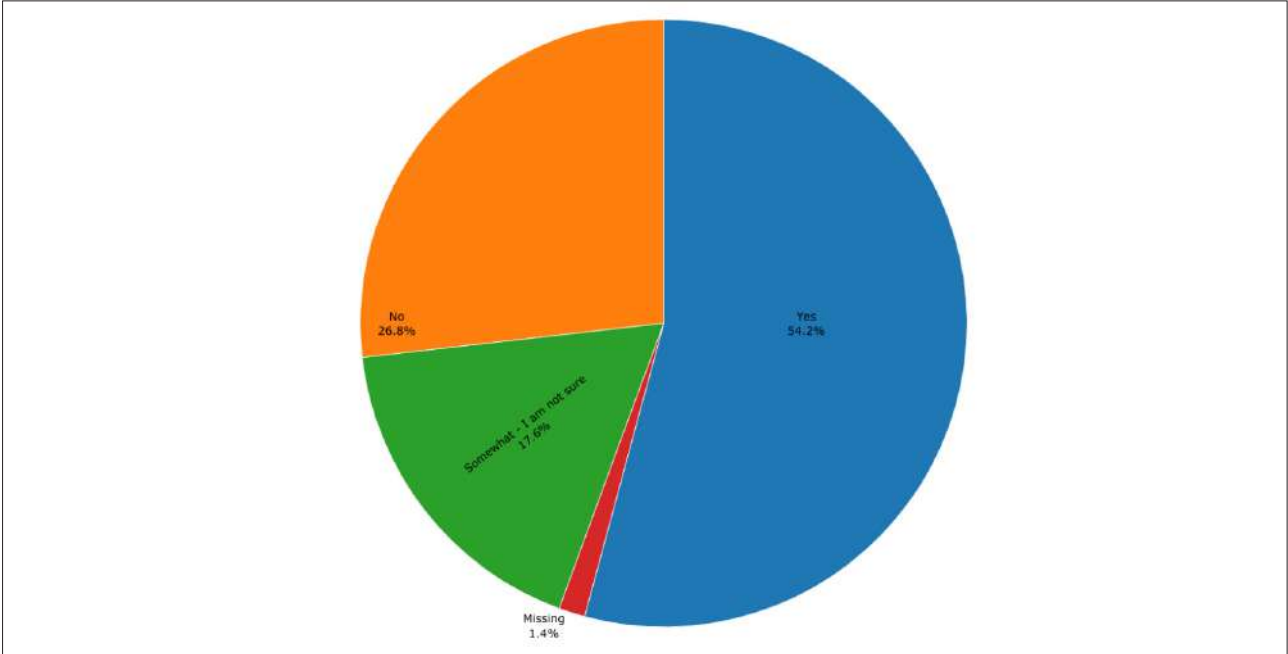
Figure 21: Whether flexible working arrangements have been instituted in the organisation

The majority (54.2%), of respondents reported that flexible working arrangements have been instituted in their organisation, 26.8% replied that no such arrangements have been introduced, while 17.6% of the respondents were not sure.

If yes above, what are the flexible working arrangements available in your organisation? (Tick all that apply)
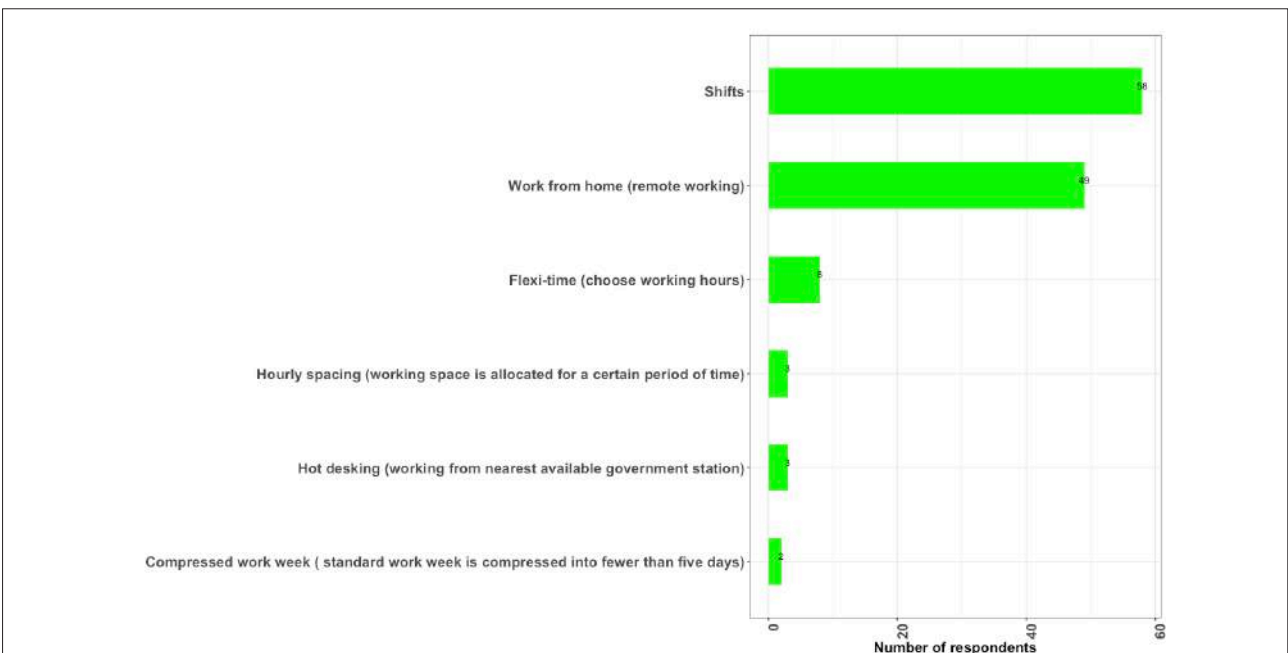
Figure 22: Flexible work arrangements available in the organisation

Most respondents reported working in shifts and working from home as the main flexible working arrangements in their organisations.

On a scale of 1 to 5, how would you rate your level of IT competency as an HR practitioner?
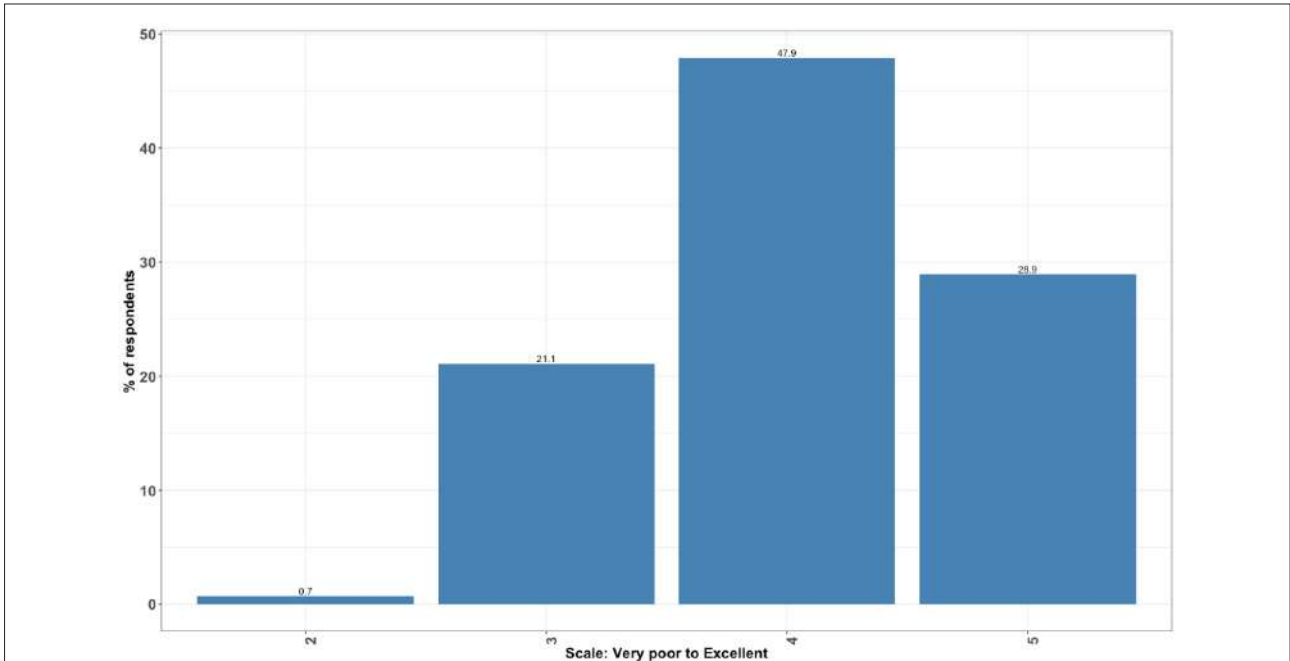
Figure 23: IT competency among HR practitioners

Most respondents (47.9%) rated themselves at 4, with 28.9% of the respondents reporting to be excellent in IT competency. Those who reported to be fully conversant with IT were 21.1%.

Which of the options below best describes your current flexible working arrangement?
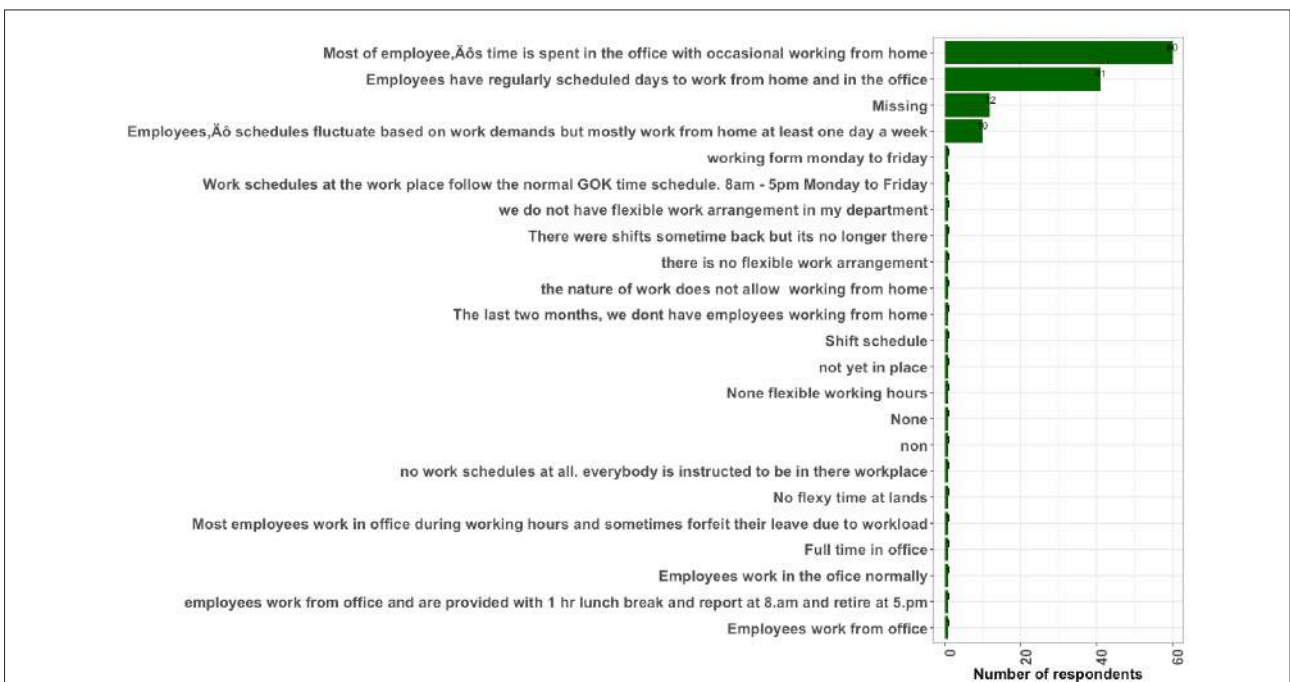
Figure 24: Description of current flexible working arrangements

A majority of respondents reported that employees spent some time at the office, occasionally working from home. Next, they responded that employees had a schedule of days to work from home and from the office. The

next response was that working arrangements fluctuated, depending on demand, with employees working from home at least one day a week. Some respondents did not answer this question.

On average, how often do staff members work from home?
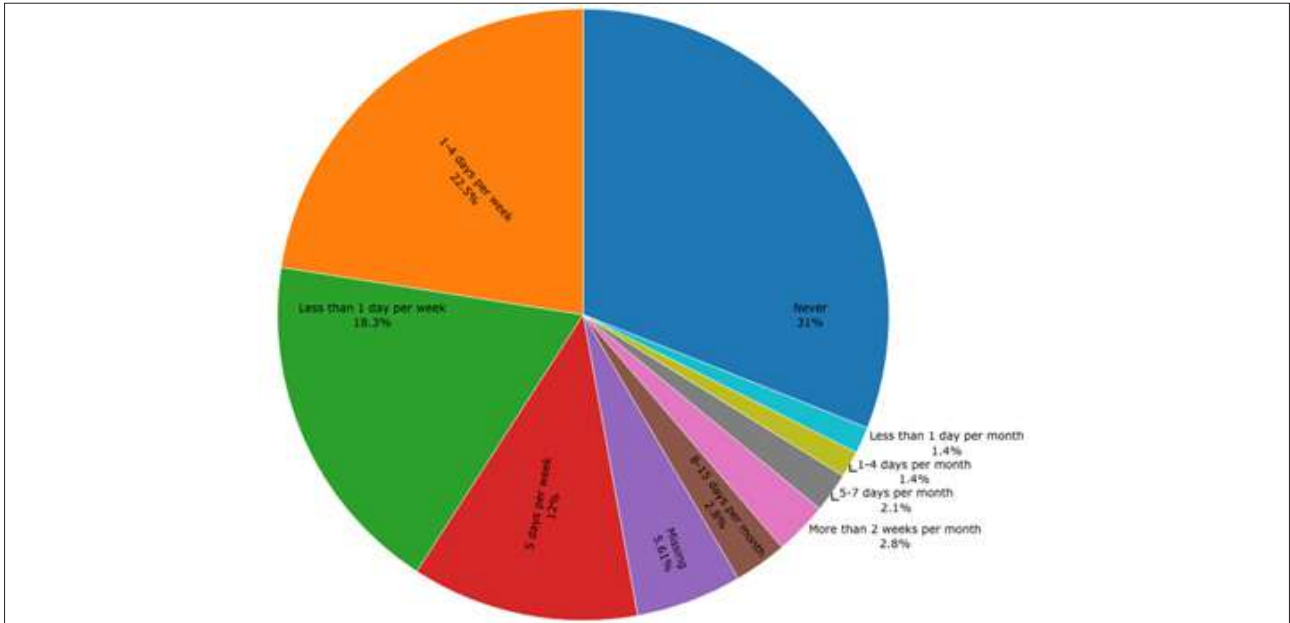
Figure 25: How often staff work from home

There was considerable variation on responses to this question. The majority (31%) stated that staff never worked from home. This was followed by those working 1 - 4 days a week at 22.5%; less than 1 day per week at 18.3%; and 5 days per week at 12%.

What channels are available to staff members to enhance interactions with their managers and colleagues in this arrangement?
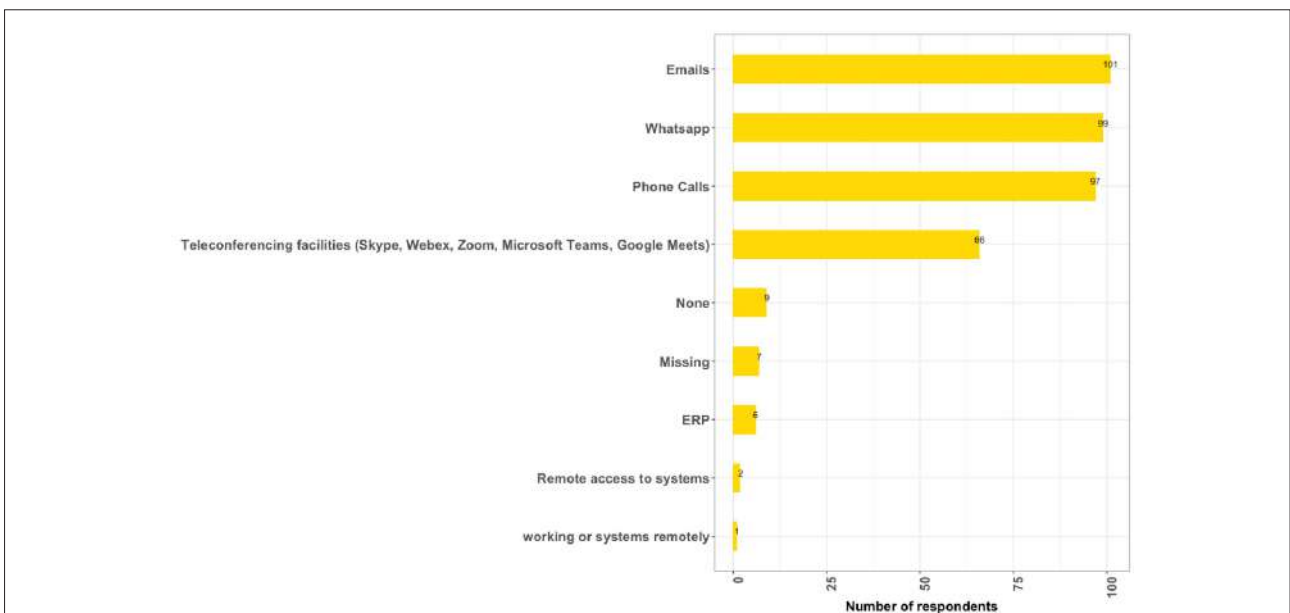
Figure 26: Channels staff members use to interact with their colleagues and managers in the flexible working arrangements

A substantial number of respondents reported using email, WhatsApp, phone calls and teleconferencing facilities as channels of communication,

From an HR perspective, how has this flexible working arrangement affected productivity in the organisation?
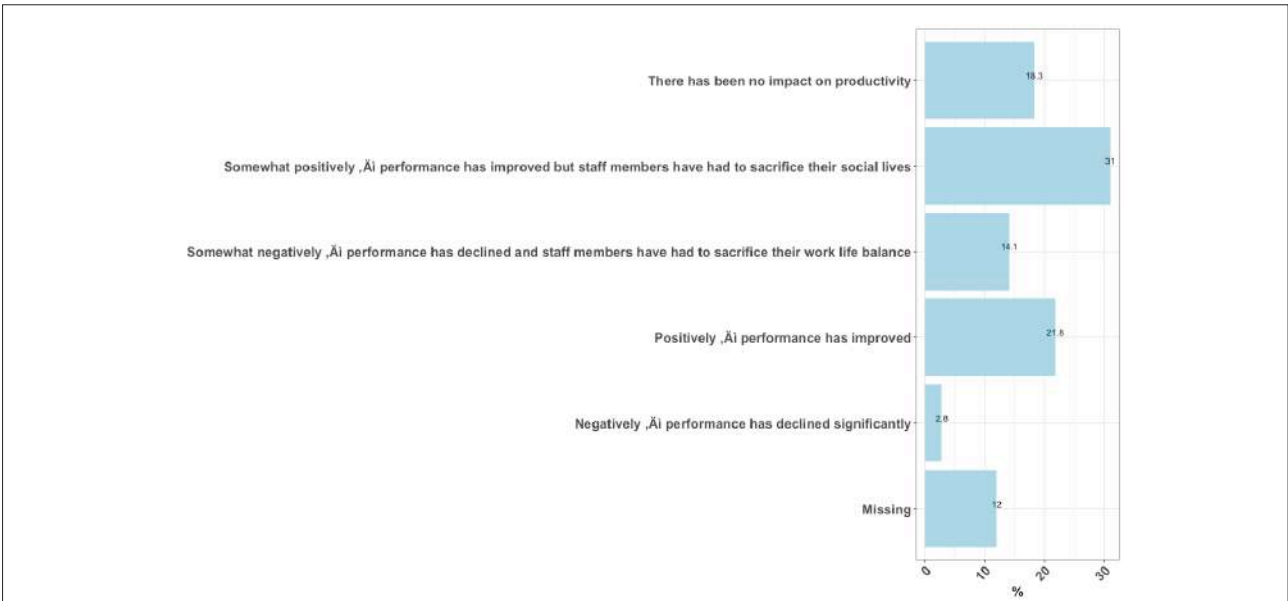
Figure 27: How flexible working arrangements have affected productivity

Overall, respondents reported flexible working arrangements to have a positive effect on productivity. A considerable percentage (31), reported flexible working arrangements to have affected productivity somewhat positively, 21.8% reported a positive effect, 18.3% reported that the move has had no impact on productivity, while 14.1% reported a somewhat negative effect on productivity.

From your perspective as an HR practitioner, what are the major challenges being experienced in the flexible working arrangement presented by your organisation?
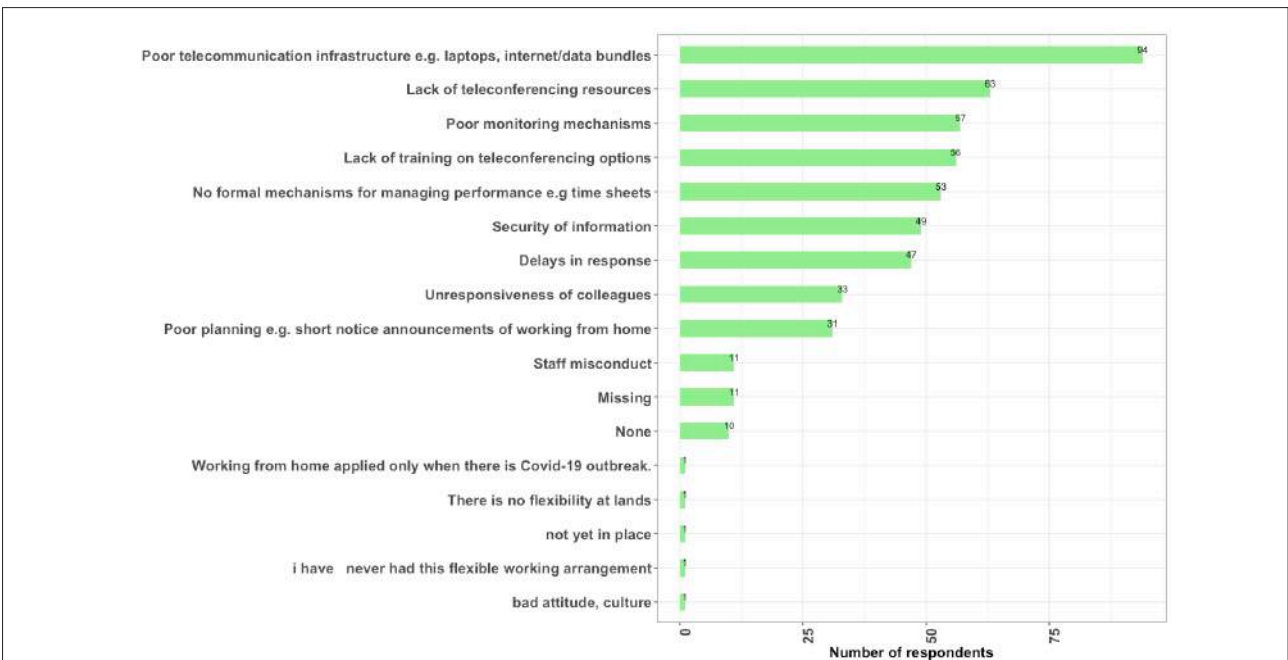
Figure 28: Major challenges experienced in flexible working arrangement

A substantial majority of respondents reported poor telecommunication infrastructure as the major challenge experienced in the flexible working arrangement. Other challenges cited were lack of teleconferencing resources,

poor monitoring mechanisms, lack of training on teleconferencing options, no formal mechanisms for managing performance, security of information, and delays in response.

Career Management

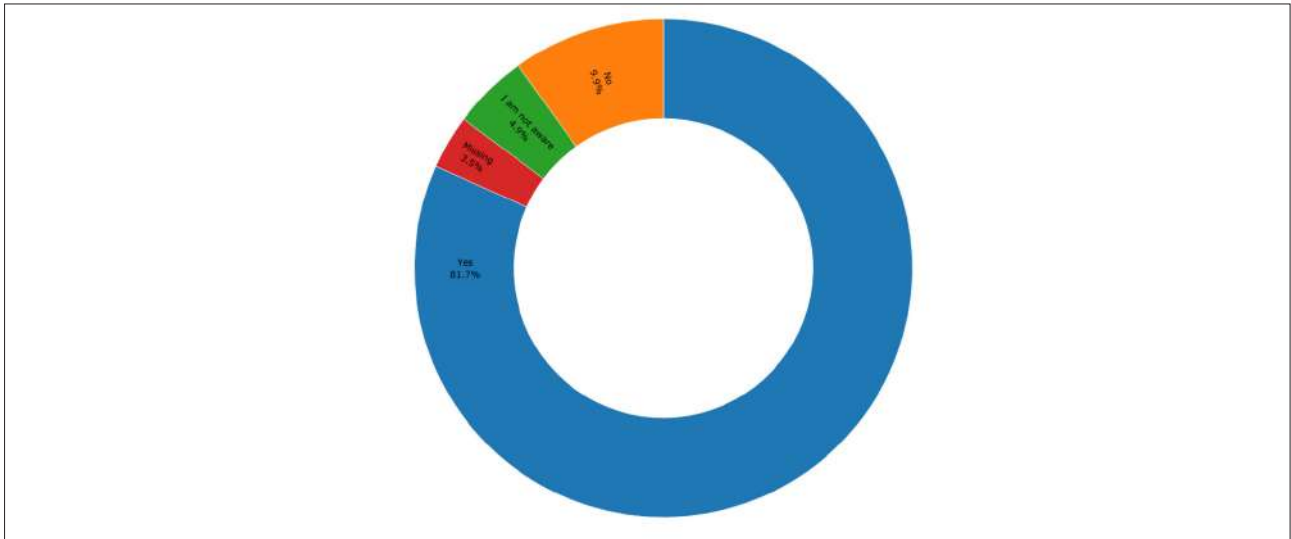## Are there any career progression guidelines within your current organisation?

Figure 29: Whether there are career progression guidelines within the organisation

A substantial majority of respondents (81.7%) reported existence of career progression guidelines, 9.9% said there were none, while 4.9% of the respondents reported that they were not aware.

In your capacity of an HR practitioner, please state your level of agreement or disagreement with the following statements on the career management structures of the public service
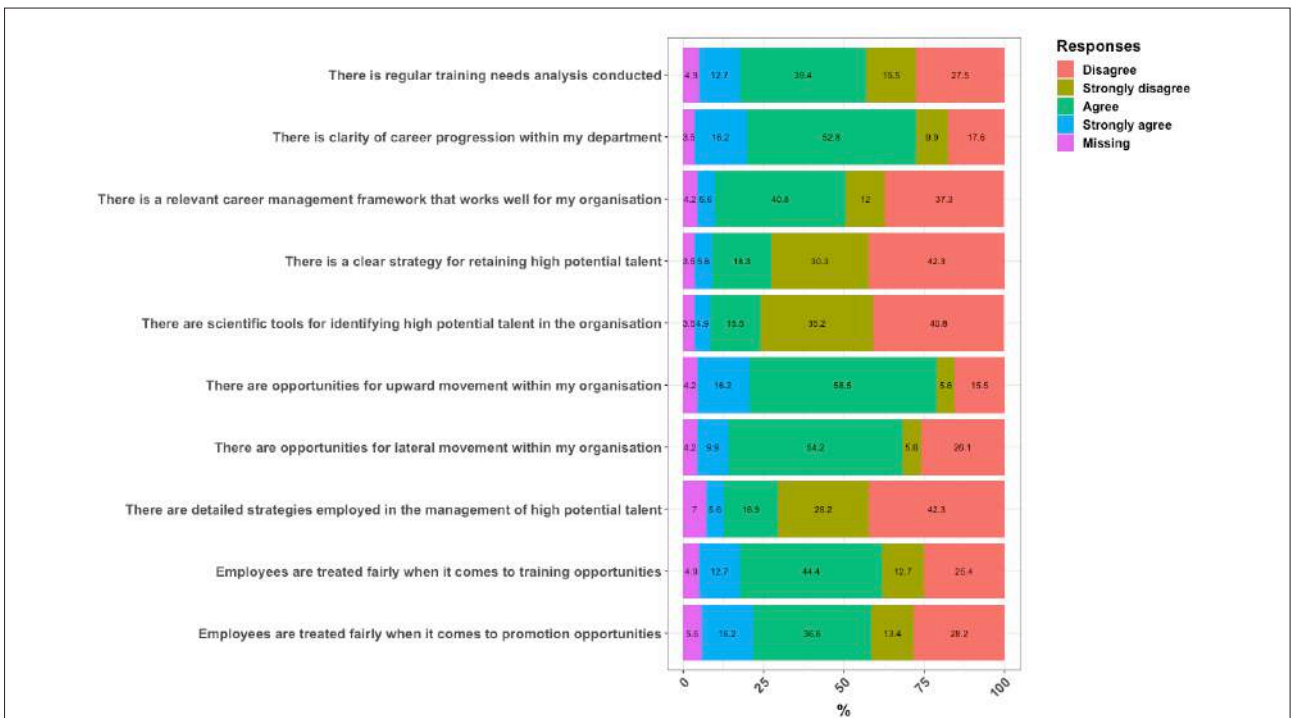
Figure 30: Level of agreement or disagreement with statements on career management structures

Most respondents agreed with seven out of the ten statements. However, a majority of respondents disagreed

with the statements that there is a clear strategy for retaining high potential talent, there are scientific tools for identifying high potential talent in the organisation, and that there are detailed strategies employed in the management of high potential talent.

In your opinion as an HR professional, what could be done to improve career management in the public service?

Most respondents recommended more policies to govern career management, reviewing and updating the guidelines regularly, sensitisation and training of staff on career management by the Public Service Commission, and automating career progression in the GHRIS to avoid favouritism and stagnation. They also recommended improvement of communication between supervisors and other employees with particular emphasis on career development.

Digitalisation and Automation of HR Processes

In your capacity as an HR practitioner, how frequently do you use the Government Human Resources Information System (GHRIS) to execute your day-to-day work?
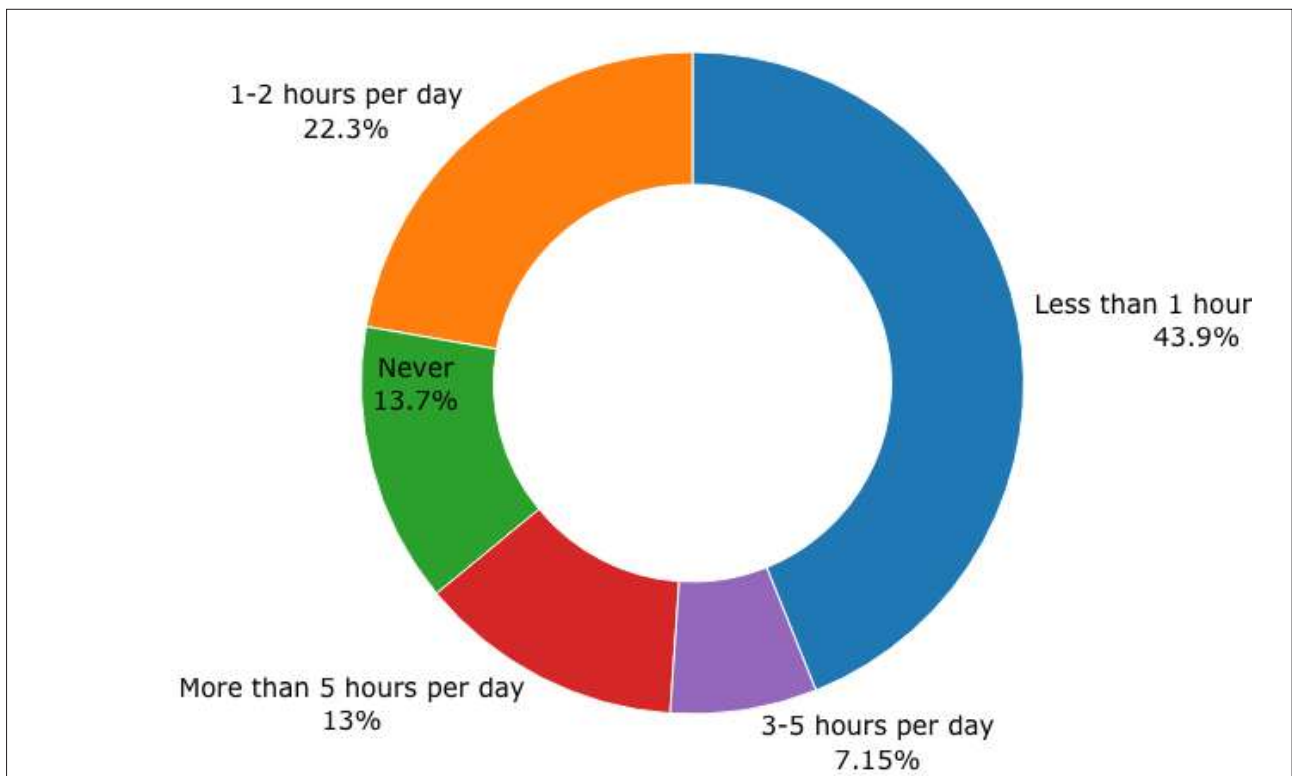
Figure 31: Frequency of use of Government Human Resources Information System (GHRIS)

Most respondents (43.9%) reported using the system less than 1 hour per day, followed by 1 - 2 hours a day (22.3%), those who never use it (13.7%), more than 5 hours a day (13%) and 3 - 5 hours a day (7.2%).

From your perspective as an HR practitioner in the public service, please state your level of agreement or disagreement with the following statements based on your experience with GHRIS
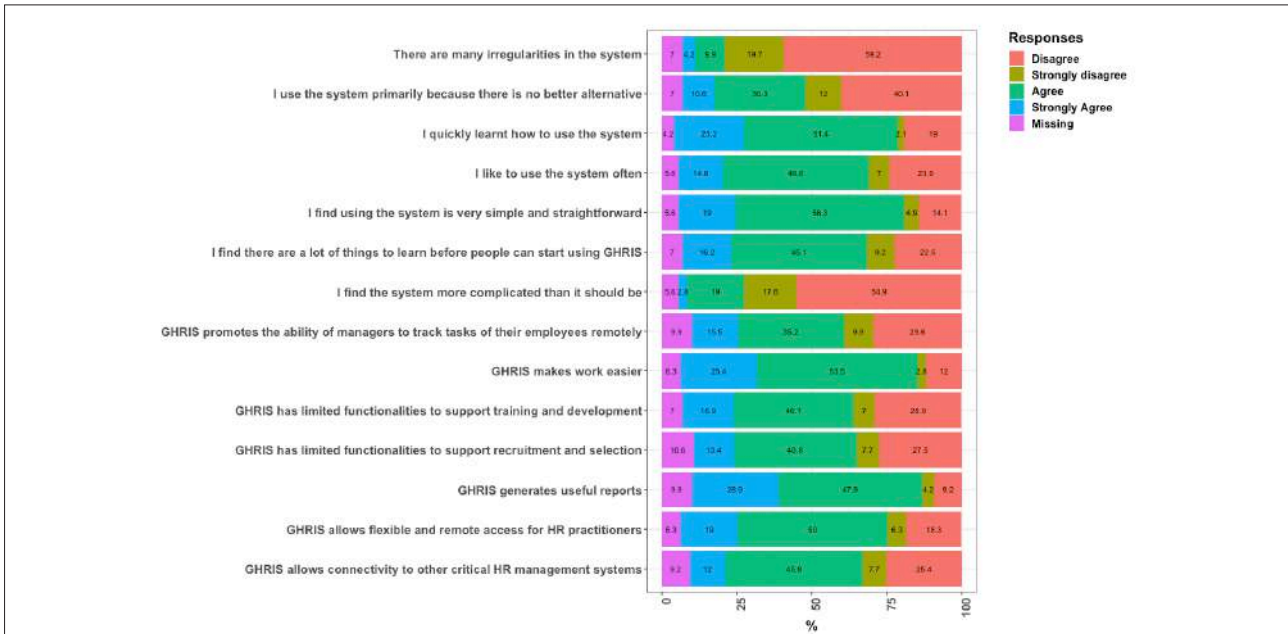
Figure 32: Level of agreement with statements on experience using GHRIS

Most respondents agreed with 11 out of the 14 statements. However, a majority disagreed with the statements that there are many irregularities in the system. They also disagreed with the statement that they use the system because there is no better alternative, and that the system is more complicated than it should be.

What do you use GHRIS for, as an HR practitioner? (Tick all that apply)

Figure 33: What HR practitioners use GHRIS for

Respondents said they mainly use the system for performance management. Other utilities reported by most

of the respondents included managing the payroll, managing employee records, human capital accounting, managing employee leave information, managing trainings, and accessing and printing payslips and P9 forms.

What other functionalities would be beneficial to add to GHRIS to help you execute your mandate as an HR practitioner in the public service?

Respondents recommended additional functionality of leave information, training, recruitment and selection, and talent management. They would also like the functionality of, posting of all HR manuals and circulars on the system, enabling computation of pension and remitting to pension automatically, application for training to be approved by the supervisor, and managing succession management and career progression.

What HR data would be critical to help you to execute your role and automate HR processes in the public service?

Respondents reported that all data relating to HR is critical. They recommended primarily automating data on professionals, skills database and HR knowledge management, and training and development.

As an HR practitioner, what kinds of reports would you like to receive from your Human Resources Management Information System (HRMIS) that will improve and automate HR processes in your organisation?

Respondents reported they would like to receive real time reports on all HR functions, advertisements, PAS reports, annual reports, transfers and training requests.

In your capacity of HR practitioner, how frequently do you interact with the Integrate Personnel and Payroll Database (IPPD) in your day-to-day activities?
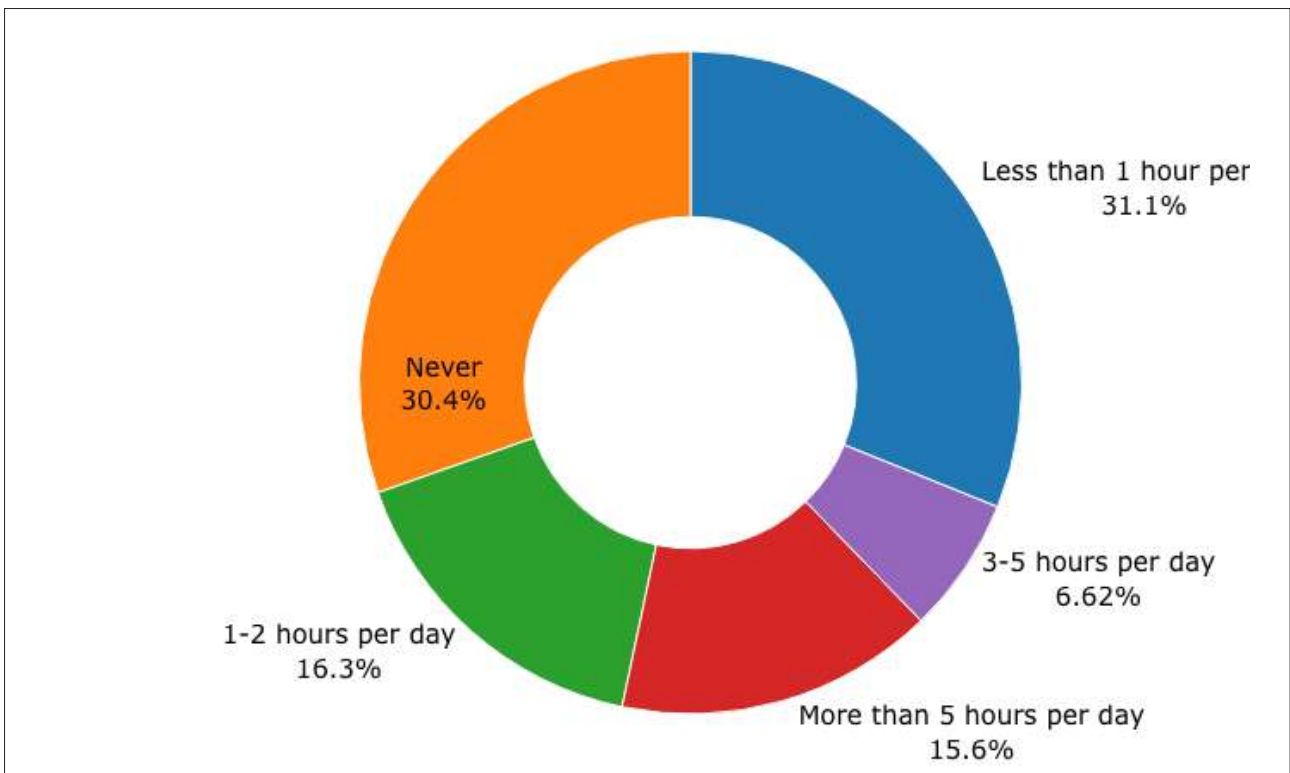

Figure 34: Frequency of interaction with Integrated Personnel and Payroll Database (IPPD)

There were considerable variations on responses to this question, with an almost equal number of respondents reporting using it less than 1 hour a day (31.1%) and never using it at all (30.4%). The least number of respondents used it for 3 - 5 hours per day.

From your perspective as an HR practitioner in the public service, please state your

level of agreement or disagreement with the following statements, based on your experience with IPPD
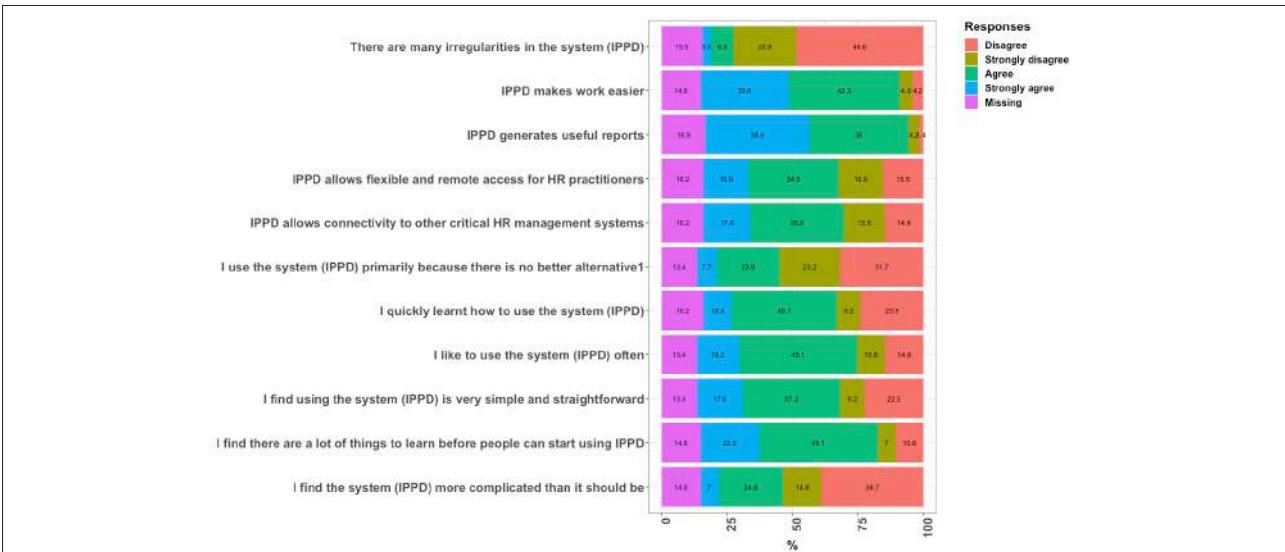
**Figure 35: Level of agreement or disagreement with statements on experience with IPPD**

Most of the respondents agreed with seven out of the eleven statements. Majority disagreed with the statements that there are many irregularities in the system, that they use the system primarily because there is no better alternative, and that they find the system more complicated than it should be. There was significant non-response for this question overall.

What functionalities would be beneficial to add to IPPD to help you execute your mandate as a HR practitioner in the public service?

Respondents recommended more rights in the system for HR managers, more user-friendly interface, and integration with other systems. They also advocated for inclusion of a budget platform and easy access to previous payroll and summaries of the payroll.

Exit Management

Is there is a clear exit management strategy within your organisation?
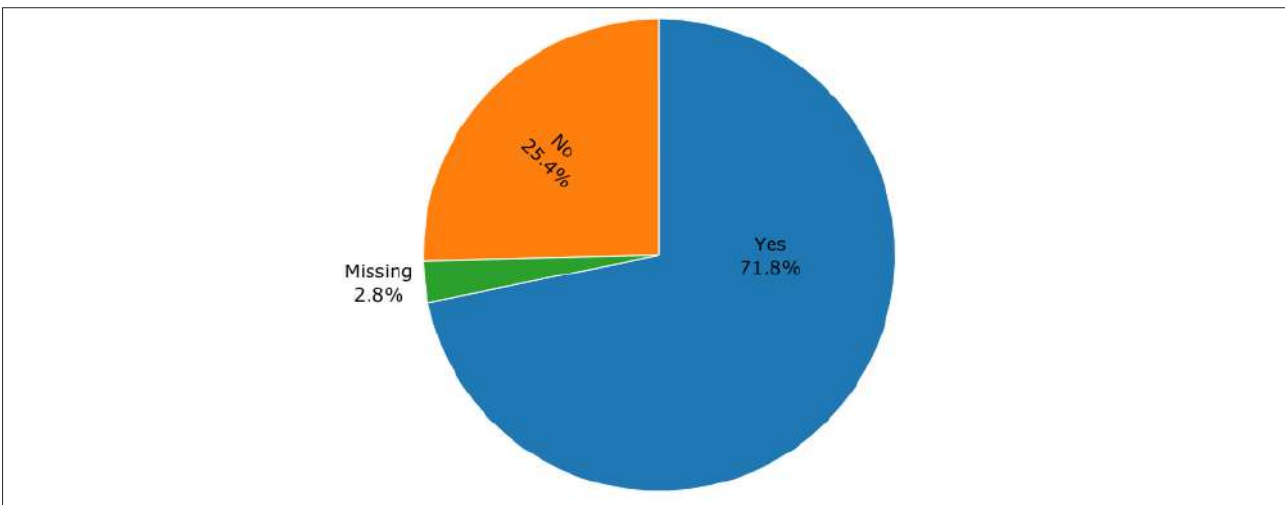
Figure 36: Existence of a clear exit management strategy within the organisation

Most respondents (71.8%) reported that an exit strategy existed. However, a sizeable 25.4% reported that there was no exit strategy in their organisation.

Does your organisation conduct exit interviews for individuals leaving the public service due to the following reasons?
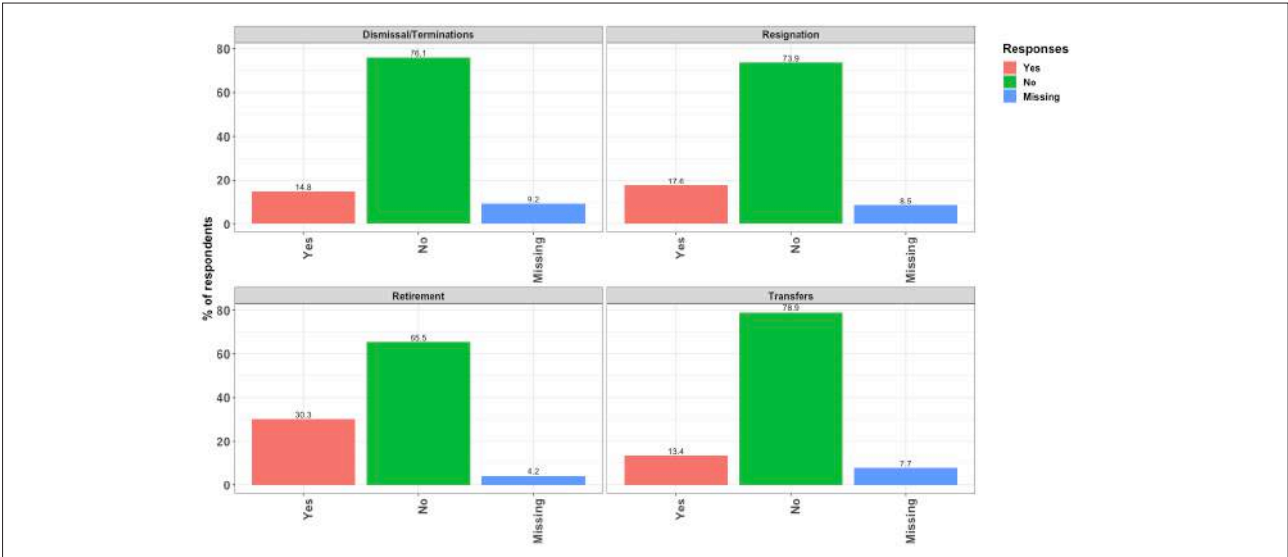

Figure 37: Whether the organisation conducts exit interviews for individuals leaving the public service

Across the various reasons, a substantial majority of respondents reported that exit interviews were not conducted for individuals exiting the public service. There was a slightly higher percentage of interviews being conducted for those retiring (30.3%), relative to the other reasons.
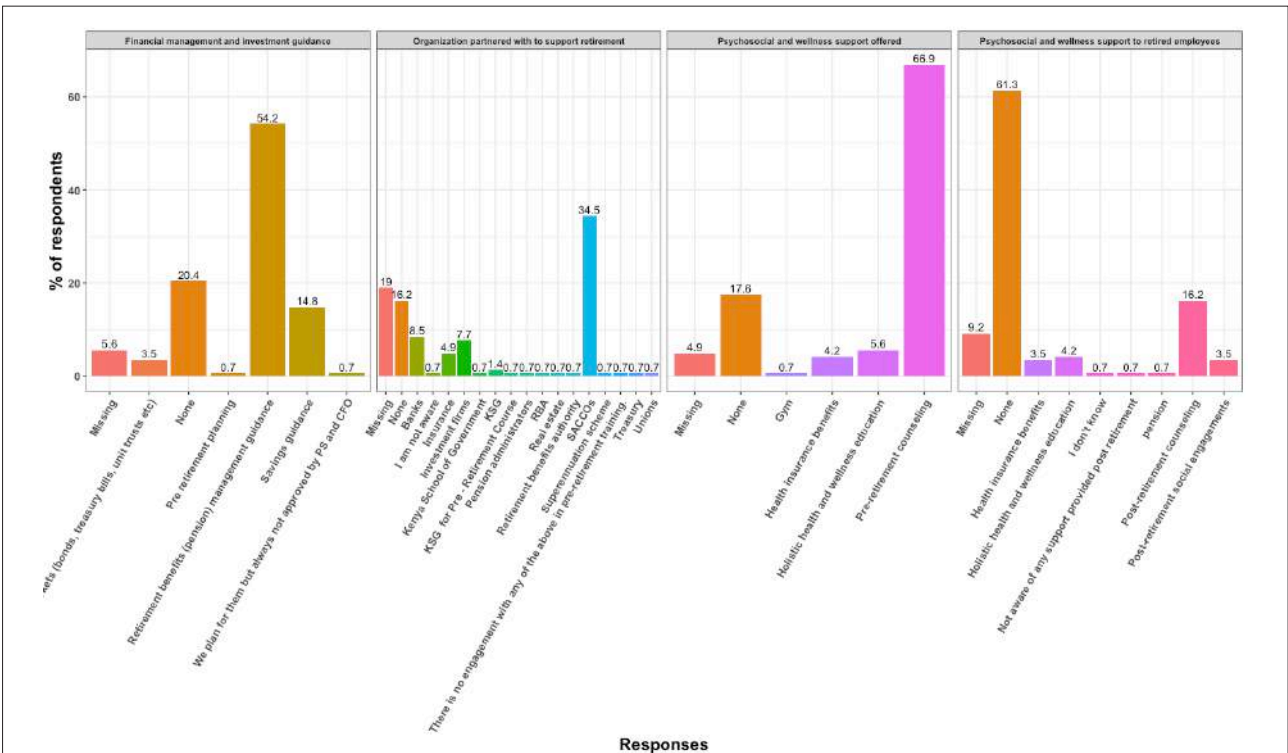

Figure 38: Financial management and investment guidance;

organisations partnered with to support retirement financial advice; psychosocial and wellness support offered to those about to retire; and psychosocial and wellness support offered to those retired

From an HR perspective, what financial management and investment guidance does your organisation offer to staff members?

A majority of respondents reported retirement benefits management guidance as the major financial and investment guidance offered. Some 20.4% of the respondents reported that no financial guidance was offered in their organisation.

Which institutions has your organisation partnered with to support in-retirement financial advice?

A sizeable percentage (34.5) of respondents reported SACCOs to be the main partner organisations to support in-retirement financial advice. Some 16.2% reported no partner organizations, while 8.5% and 7.7% affiliated with banks and investment firms respectively. It is worth noting that there was a considerable non-response (19%) to this question.

From an HR view, what psychosocial and wellness support does your organisation offer to employees who are about to retire?

A majority of respondents (66.9%) reported pre-retirement counselling as the major psychosocial and wellness support offered by their organisation to those about to retire. Some respondents (17.6%) reported no such support was provided.

In your capacity as an HR practitioner, does your organisation offer retirement planning support for new entrants and mid-career employees? ?
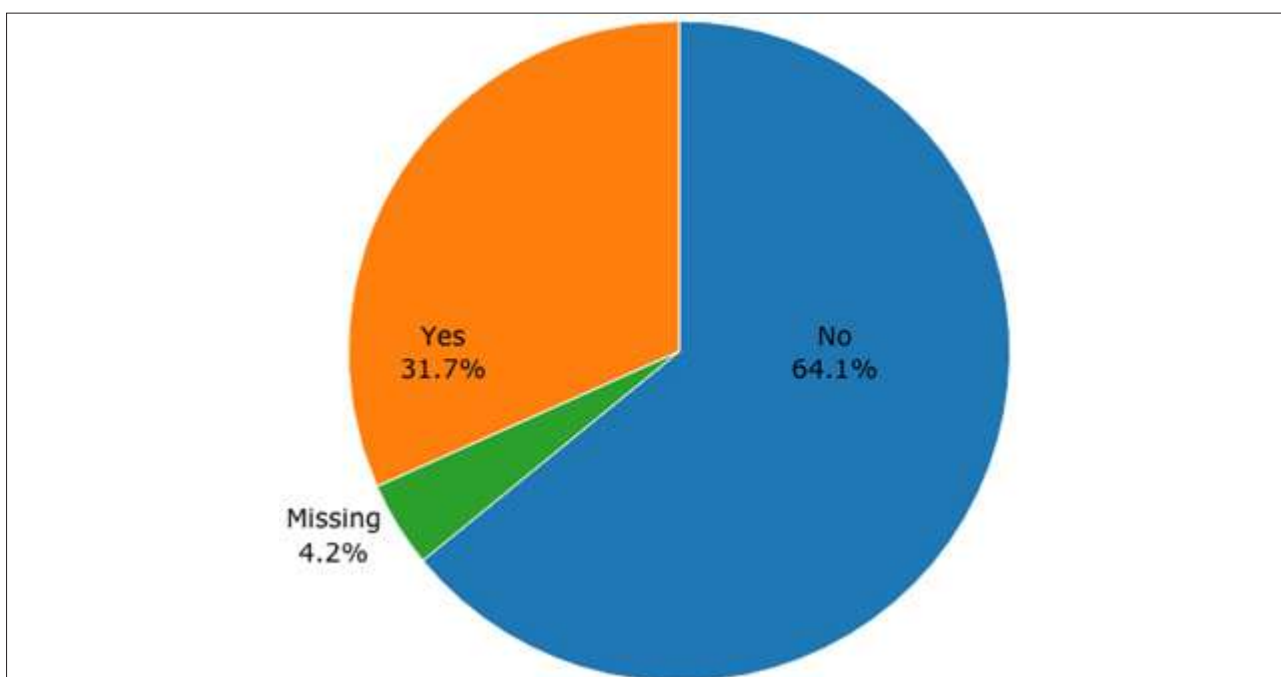
Figure 39: Whether an organisation offers retirement planning support for new entrants and mid-career employees

Most respondents (64.1%) reported that their organisation did not offer retirement planning support for new entrants and individuals in mid-career, with 31.7% reporting that their organisations offer such support.

If yes above, please state the options that are employed at these levels.

Respondents indicated pre-retirement training, induction training on retirement planning, workshops and seminars for capacity building of members in preparation for retirement as options applied. They also included

introduction to contributory pension schemes, and joining SACCOs.

In your opinion as an HR professional, what could be done to improve exit management in the public service?

Respondents suggested regular trainings and guidance on retirement, a more robust programme as provided in the private sector, giving adequate notices and developing a policy to guide institutions on exit interviews and strategies.

In your view as an HR practitioner, do you have any other comments/suggestions on any of the above areas?

Respondents commented that public service should embrace talent development by coming up with talent management policies and upgraded management practices, including mental wellness for employees in the public service. They also suggested a review of some allowances such as per diem, improved staff motivation, and introduction of a safe work environment, for instance, provision of orthopaedic seats for all staff to help reduce back related problems.