



Kenya hosts African Public Service Day

By Badi Khamis and Habel Shiloli

Inside this issue:

Performance Contracting in Public Service is good for measurement 2

Why contract employment in civil service is the way to go 3

Public service performance and productivity core to public service transformation 4

Calls to transform welfare society to Sacco dominate AGM 5

KENASA hosts AGC 2019 at Sai Rock Hotel, Mombasa 6

Net asset value for PSC pension Scheme increases 7

Client and the Service Charter 8

When is the best time for exercise? 9

PSC IN PICTURES 10

African states should embrace a new approach in inducting newly recruited public servants through training programmes for adoption of a new public service culture.

PSC Vice Chairperson Ms. Charity Kisotu noted that in order to assure ethical conduct, professionalism and result orientation in public service, African continental states efforts should take a paradigm shift.

She noted that there is need to focus on meritocracy in public service; deepen the uptake of values and principles of public service across MDAs; and capacity build for uptake of more resources and programmes.

Other approaches she added, would be to integrate sustainability mechanism for lasting impacts of infused ethics, professionalism and service orientation in public service; and establishment and strengthening of existing public service management development institutes to support the capacity development function as the basis for professionalism, ethical



President Uhuru Kenyatta shakes hands with PSC Chairman Stephen Kirogo at the 7th Edition of Continental Africa Public Service Day, KICC grounds, Nairobi

practice and service orientation.

Ms. Kisotu was speaking at the 7th Edition of the Continental Africa Public Service Day at Kenyatta International Convention Centre grounds on 21st June, when she gave a presentation “*The obligation of inclusivity, integration and efficiency: The challenge of building an ethical, professional and result oriented public service.*”

Kenya hosted African countries for a three days’ event, whose 2019 theme was, “*The Intersection of Youth Empowerment and Migration: Entrenching a culture of Good Governance, ICT and innovation for inclusive service delivery.*”

The event that started on 21st to 23rd June 2019, was a mix of conference deliberations, and exhibitions where respective participants

showcased their activities.

President Uhuru Kenyatta was the chief guest at the event. He gave his key note address and formally opened the event on Friday 21st June 2019, at a session that was attended by PSC Commissioners led by Chairman Stephen Kirogo.

The event, which was organized by the Ministry of Public Service, Youth and Gender, takes place annually, and brings together African Union Member states to reflect and make resolutions on how best to foster Africa’s Growth.

PSC joined Ministries and State Departments from within and outside the country to showcase the services it renders to its stakeholders.

Performance Contracting in Public Service is good for measurement

By Allan Musili and Cheryl Otuko

Performance contracting is the most comprehensive way through which a government's performance can be evaluated both in financial and non-financial aspects.

Professor Prajapati Trivedi, Director Economic, Youth & Sustainable Development Commonwealth Secretariat, London, said this during his visit at the Public Service Commission on Wednesday 19th June 2019.

In a presentation "Experience of Implementing Performance Contracting: What works and what does not work," the professor emphasized that performance management is different from performance measurement as often confused.

He argued that performance measurement is a necessity but not a sufficient enough toolkit for performance management.

"Efficiency, effectiveness, accountability and measure of consequences when put into consideration become the ideal first step of monitoring performance," he said.

He asserted that economic development is closely related to a country's ability to implement policies, projects and programmes; while at the same time, implementation is directly related to effective follow up, which depends on effective performance contracting.

"In fact, if we don't have good performance management, then democracies are in danger, because people get disillusioned as election promises are not achieved," he said.



PSC Chairman Mr. Steven Kirogo (Right) addresses the meeting during Prof Prajapati Trivedi's (second right) visit at the Public Service Commission on Wednesday 19th June 2019

Prof. Trivedi, a guru in performance management, is a 2019 award winner of the prestigious Harry Harty Distinguished Performance Management Award by the Center for Accountability and Performance (CAP), American Society for Public Administration and also renown for having designed 'a highly regarded whole-of-government performance monitoring and evaluation systems for government departments and reporting the results to the Prime Minister of India between 2009 and 2014.

Prof. Trivedi was in the country to attend the Continental Africa Public Service Day (APSD) from 21st to 23rd June 2019 at the Kenyatta International Convention Centre at the invitation of the Ministry of Public Service, Youth and Gender.

Public Service Commission Chairman, Stephen Kirogo said the presentation by Prof. Trivedi came at the right time when the Commission was finalizing

Performance Management improvement systems for the Public Service.

He noted that there was need to put energy and a bit of force so that performance contracting management can become a norm in the public service performance management system.

"There is need to craft and implement performance contracting management system and ambitions confined within certain framework," he said.

Present during the event were PSC Vice Chairperson, Charity Kisotu, Commissioners Joyce Nyabuti, Joan Otieno, Salma Ahmed, Mary Mwiandi, Reuben Chirchir, and Andrew Muriuki; CEO Simon Rotich, and PSC Directors.

Also present were representatives from Ministry of Public Service, Youth and Gender, Kenya School of Government and the National Treasury.

Why contract employment in civil service is the way to go

By Habel Shiloli

The Public Service Commission has featured prominently in news over the past fortnight, since the Chairman Stephen Kirogo made a pronouncement that beginning July 1st 2019 new entry level recruitments will be on a three-year renewable contracts, a radical departure from the past.

The pronouncement triggered a hot debate which has so far elicited mixed reactions among Kenyans, with some supporting and others opposing contract employment in the civil service.

Government employment historically has one of the lowest separation rates compared to most industry sectors due to its job stability.

Public servants can count on clear career paths, strong benefits, retirement and pension plans. In recent years, however, ability to attract and retain talent in public service has become a major area of focus.

As part of PSC communication and engagement strategy, Dr. Sylvester Obong'o, Director of Performance and Service Delivery Improvement appeared on KTN TV for PSC on 19th June during a panel live debate between 8.00 and 9.00 p.m. , together with a representative of the Civil Servants Union on the issue.

He clarified some issues that seemed not to be clear in the thinking of most Kenyans, especially the proposal and its impact on serving officers.

The first and fundamental issue Dr. Obong'o espoused for

consideration in the debate was that, the government needs to be judged primarily on the quality of services it provides to the citizens not on the number of people it employs.

"Employment is therefore aimed at facilitating service delivery rather than an end in itself," said Dr. Obong'o.

He explained that in pursuit of delivering on its mandate of ensuring efficient and effective public service, the Public Service Commission needs diverse recruitment strategies, terms and conditions of service that will ensure attraction and retention of talent.

Dr. Obong'o asserted that whereas serving civil servants, will not be affected by the new policy, it is expected that the revamped performance management regime will help solve the widespread challenge of laxity in the service.

He observed that attracting the right talent is one of the biggest challenges for the public service, especially when it comes to millennials.

"Considering that the millennial workforce is set to make up 75% of the workforce by 2020 in many countries, the public service needs to make adjustments to cater for millennials in order to fill vacant positions," noted Dr. Obong'o.

He added that "Ironically,



Dr. Sylvester Obong'o

resistance to change in government is one of the biggest challenges facing the proposed shift to contract employment for entry level staff, as one of the strategies for attracting millennials to the service."

Dr. Obong'o said trends in other sectors in the past decade,

indicate a shift away from permanent and pensionable terms of employment towards contracts.

"This proposal is hence, part of the wider reforms the Public Service Commission is undertaking as it begins to reinvent the Service in order to keep up with today's ever-changing work environment," he said.

Dr. Obong'o stressed that it is inevitable for the public sector to start being sensitive toward millennials and what might attract and retain them, such as flexible work arrangements, upgrades in technology and autonomy; as well as targeting current employees' disengagement in an effort to improve performance and productivity.

"As the public service endeavours to keep up ever increasing citizens' demand for improved service delivery and shrinking budgetary resources, the need to retain talent is more important than ever before," he noted.

Performance and productivity is core to public service transformation

By Badi Khamis

Public Service Commission Chairman Mr. Steven Kirogo has reiterated the importance of having a competitive compensation structure for public servants based on productivity.

He emphasized that for civil service to achieve the desired transformation, the need to formulate ways of attracting, motivating and retaining top talent in the public service is inevitable.

Speaking during the launch of the Public Sector Wage Bill study Report on 18th June 2019 at the Sarova Panafric Hotel Nairobi, Mr. Kirogo commended the report and said that the launch provides the actors with opportune moment of addressing the wage bill menace.

“This launch is an enthralling event because it places new focus and elevates debate on national fiscal policy and the extent to which it can mitigate risks with adverse impacts on our economy,” he said.

Salaries and Remuneration Commission Vice Chairperson Mr. Dalmas Otieno, highlighted the need to take strong measures to automate and integrate payroll management system as a measure of mitigating wastage and fraud through human resources processes.

“Regular internal and external payroll audit need to be undertaken to help in identifying inconsistencies and all non-compliance in management of government finances,” he added.

Institutionalization and standardization of performance management practices across the



PSC Chairman Mr. Steven Kirogo addressing stakeholders during the launch of the public sector wage bill study at Sarova Panafric Hotel, Nairobi

public sector was also identified in the report as an aspect that will create harmony in measurement and rewarding performance.

The report also singled out the relevance of training and impact it has to individual officers in relation to the cost incurred by the government.

It recommends, harmonization of and consolidation of HR policies and procedure manuals in the entire Public Service; Mainstreaming confirmation of availability of funds as a binding constraint prior to recruitment process for various jobs in the public sector;

According to the report, expenditure between July 2012 and December 2017 from sampled institutions disclose a total wage bill increase of 63%.

Mr. Kirogo was the chief guest at the event and was

accompanied by the Ag. CEO Mr. Simon Rotich, Director Performance and Service Delivery Improvement Dr. Silvester Obong'o and Deputy Director Public Communication Mr. Browne Kutswa.

“To achieve the desired transformation in the civil service, the need to formulate ways of attracting, motivating and retaining top talent in the public service is Inevitable,”
- Kirogo

Calls to transform welfare society to Sacco dominate AGM

By Badi Khamis

The possibility to transit PSC Welfare Society into a Savings and Credit Co-operative Society is an idea that was shared during the recent Annual General Meeting.

Various speakers at the meeting that was held on 15th June 2019 at the Commission House appreciated the substantial progress the Welfare Society had made since its inception.

Acting Deputy Commission Secretary, Corporate Services Mr. Remmy Mulati who represented PSC Ag. CEO Mr. Simon Rotich, the Patron, told members that as they reflect the long way the welfare has come, they also need to envision where they want to be.

“We need to look for new horizon where we can exploit. Let’s benchmark with other societies and see where we can improve,” he said.

The welfare chairman Mr. David Sum echoed Mr. Mulati’s sentiments and urged members to think of taking the society a notch higher to a point where members can earn annual dividends from their savings.

According to the treasurer’s report, the society realized a growth in income from Kshs. 9,895,260.50 in year 2017 to Kshs. 12,282,793.60 in the year in the year 2018.

She attributed the exemplary performance to members’ commitment in loan repayments and monthly subscriptions.



Deputy Commission Secretary Mr. Remmy Mulati addressing PSC welfare Society Members during the Annual General Meeting at the Commission House

The meeting climaxed with elections of new officials. Mr. David Sum retained his seat as the chairperson in a smooth sail by garnering 51 votes against his only opponent Mr. Alfred Onono, who garnered 17 votes.

Other officials who were re-elected are Evelyn Adhiambo, Steve Okumu, Hanna Njoki, Nelson Mithamo, Jackson Onyango and Alex Koros. New entrants in office are Harold Avisa, Faith Anjili and Chepkurui Kisiro.

Jubilee conducts medical checkup for staff

Experienced doctors contracted by Jubilee Insurance Company offered health lecture, as well as basic check-up to the staff of the Public Service Commission on 26th and 29th June 2019.

The exercise took place in the ICT training room at the Commission House.

It was conducted in two sessions per day, with the first session running from 9.00

a.m. to 1.00 p.m. and the second session running from 2.00 p.m. to 5.00 p.m.

After the doctors’ health talk on oral health, they conducted medical check-up for staff who were willing.

Staff turned up in large numbers to take advantage of this rare opportunity.

Jubilee Insurance Company is the health insurance provider for PSC staff.

KENASA hosts AGC 2019 at Sai Rock Hotel, Mombasa

By Chepkurui Kisiro and
Pauline Muriuki

The Kenya National Secretaries Association (KENASA) held the 2019 Annual General Conference (AGC) and training workshop at Sai Rock Hotel, Mombasa on 13th and 14th June 2019.

The Commission facilitated eight Office Administrators to attend the forum which attracted about 3000 participants.

The symposium targets top government officials, Office Administrators, practitioners, trainers, management experts and professionals from South Africa, Sesotho, Uganda, Tanzania and Kenya. It is funded by KENASA through participants' participation fees.

KENASA is a professional association for Office Administrators in the public and private sector whose main objective is to create a forum in which members interact and deliberate on emerging issues affecting their profession, with regard to standards, ethics and professionalism.

The theme for this year's conference was "Leading when you are not in-charge."

The conference was officially opened by Hon. Racheal Shebesh, Chief Administrative Secretary in the Ministry of State for Public Service and Youth and Gender Affairs, on behalf of the Cabinet Secretary Prof. Margaret Kobia, who was the guest of honour.

In her remarks, Hon.



A section of KENASA members from Public Service Commission who attended the Annual General Conference at Sai Rock Hotel, Mombasa on 13th and 14th June 2019 pose for a photo during a lunch break

Shebesh highlighted the importance of Office Administrators in service delivery as the face of the government and addressed issues affecting the cadre in the civil service.

She promised to follow up with the National Assembly for the enactment of the Office Administrators' Bill that seeks to promote professionalism to protect and secure the profession.

Motivational speaker Prof. Christopher Wanyama urged the members to make use of the skills they have already acquired to serve to the best of their ability.

"You have a lot to offer; go forward and achieve what you've always dreamt of. The Law of Recompense will always pay back for what you give; whatever you have now (skills), you can use it for people to pay you," said Prof Wanyama.

The climax of the AGC was the launch of KENASA

website by Hon Shebesh, which in addition to other functions, will enable ease of KENASA data access from her office.

The website will be used to gather data for all the Office Administrators so that in case there are any gaps existing, they can be addressed more efficiently.

KENANA also held a dinner at the same conference venue.

The KENASA representative at PSC, Ms. Chepkurui Kisiro recommends that colleagues be considered to attend such forums whenever opportunities arise.

Theme:
**"Leading when
you are not
in-charge."**

Net asset value for PSC Pension Scheme increases

By Badi Khamis

The Public Service Commission Pension Scheme asset value has significantly grown from 210M in the year 2017 to 322M in the year 2018.

The growth was attributed to returns from investments and prompt contributions from both the members and the scheme sponsor.

Speaking during the Annual General Meeting held at the Commission House on 28th June 2019, the scheme Chairperson Commissioner Joan Otieno said that the scheme fund has consistently grown due to its conservative investment philosophy.

“The Scheme’s Board is continuously assessing various investment options including infrastructure to increase the Scheme’s annual returns,” she said.

The Commissioner expressed her gratitude to the Scheme’s sponsor, the Public Service Commission for its continued support to the Scheme and ensuring that the Scheme’s obligations are met on time.

She assured members of the Board of trustees of her commitment to ensuring that systems, procedure and practices within the Pension Fund reflect high standards of corporate governance.

Speaking as the sponsor



PSC Pension Scheme Chairperson, Commissioner Joan Otieno, addressing PSC Pension Scheme members during the Annual General Meeting at Commission House on 28th June 2019

of the Scheme, Ag CEO Mr. Simon Rotich applauded the trustees as a Board that has continued to operate within the approved legal framework.

“In supporting the scheme, both the sponsor and the trustees play key roles. Trustees in particular have a general oversight role to ensure that the fund increases in value and meets the set objectives,” he said.

Mr. Rotich assured members of the Commission’s support of the governance initiatives pioneered by the trustees, which are aimed at enhancing growth of members’ savings as enshrined in the law.

Ms. Joan Machayo, a trustee, reiterated the Board’s

and members’ appreciation of the support received from the sponsor.

She acknowledged the on-time remittance of sponsor contributions.

Ms. Machayo revealed that a member-education program will be conducted soon.

The PSC pension scheme was established on 1st July 2014.

It is a defined contribution fund where the employees and employer contribute 10% and 20% of the employee’s basic salary respectively.

Client and the Service Charter

By Gabriel Juma

The Longman dictionary defines a client as someone who gets services from a professional person, company, organization or a government agency.

The synonyms include customer, consumer, and buyer among others. A customer on the other hand can be defined as someone who buys goods or services from a store or business.

The important difference between the two terms is that while a customer purchases goods and services from a store or company a client seeks for professional services from a company, an organization or a government agency.

The word "client" can also mean "customer," according to most dictionaries. In business, the two terms are often applied differently based on the types of relationships built.

Regarding delivery of government services the term "client" is preferred by most scholars as it infers a level of empowerment to those undertaking a transaction within the department offering the services.

It is also preferred because it denotes that service delivery is broader than financial transaction.

Clients may be members of the public, internal staff, staff of another department or agency, members of the community or people overseas.

A service charter attempts



Gabriel Juma

to define the service experience the client will have with the organization and the responsibilities of both the agency and the client.

This experience is described through the key standards of service. Service charter stipulates the level of quality of service to be provided, including introduction of new services.

A good charter should cover key information about an institution's service delivery approach and the relationship the client will have with the agency, including, mandate of the Agency; how to contact and communicate with the Institution; types and standard of service clients can expect; client's basic rights and responsibilities and mechanisms for providing feedback or making complaints.

A charter does not need to cover every function and service an agency provides, or detail every aspect of service delivery.

It should rather focus on the key areas seen as important by the agency's clients, stakeholders

and staff. As a living document, it should evolve in line with changes to the agency and its clients and should therefore be reviewed regularly.

Service charters are powerful tools for government departments, agencies, management and staff to continuously improve service delivery to the public and other stakeholders. This is whether it be across the counter, via the telephone, or through electronic means.

Consequently, all government agencies that provide services directly to the public are expected to develop and implement a service charter.

The next article will review the introduction and implementation of service charters in the public service.

Service Charters are powerful tools for government departments, agencies, management and staff to continuously improve service delivery to the public and other stakeholders.

When is the best time for exercise?

By **Kenneth Muchira & Griffins Omondi**

One of the most frequently asked questions in regard to exercising is “when is the best time to exercise?”

For the years that we have been interacting with clients in the gym, we have often revisited this issue with fitness enthusiasts who are always grappling with the question.

Frankly, there is no scientific evidence to prove that exercising at a specific time during the day is more effective than the other.

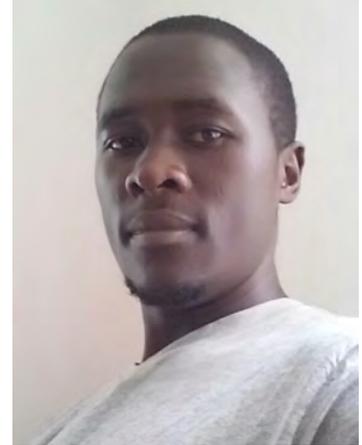
This is not to dismiss the importance of choosing your preferred time of working out carefully. Like any other life-long habit, the aim of exercise when we start, is to make it a part of our daily lives. – a lifestyle.

Choosing a good time for your workouts will go a long way in determining whether or not you will be able to sustain the habit over a long time. Finding consistent free time-gaps inside your current schedule is your best bet in this.

Our bodies tend to adjust slowly to new things, but once a routine has been created, nothing is more difficult than breaking it. Once we have created our own exercise routine, we get so used to it that it becomes



Kenneth Muchira



Griffins Omondi

difficult to imagine living without exercise.

Most of us will not relate to this because what we do is ‘sneak into the gym’ whenever we get the chance. As such, exercising has never become part of our lives. It is something we just do when we have time to spare.

Consistency is key to achieving results in the gym. It doesn’t matter how much weights we can lift, how fast or long we can run on the treadmill or how many push-ups we can do when you are at the gym.

What matters is how consistently we can keep doing whatever it is we are doing in the gym. For instance, 30 minutes on the treadmill everyday beats 2 hours of the same, done once a week.

We recommend that you choose a time in your schedule that will make it difficult for you to skip your workouts. All you need is for your body to get programmed that at a certain

time every day, it undergoes some physical exercise.

Once accustomed to that, you will be surprised that you will no longer need to remind yourself to hit the gym, your body will automatically assume that duty. That is the reason you may have heard the phrase ‘Gym is addictive.’

In the coming two issues, we will bring you the pros and cons of exercising either in the morning or evening. In the meantime, do not let this prevailing cold freeze you in your office, join us in the gym. It is pretty warm here.

Kenneth Muchira & Griffins Omondi are fitness consultants at the PSC gymnasium

PSC IN PICTURES



PSC Ag CEO Mr. Simon Rotich addressing PSC pension scheme members during Annual General Meeting at Commission House on 28th June 2019



Director, Economic, Youth & Sustainable Development Secretariat, Prof. Prajapati Trivedi making a point to the PSC Chairman Mr. Stephen Kirogo during a courtesy visit to the chairman's office



From Right: Vice Chairperson Charity Kisotu, Commissioners Dr. Mary Mwiandi, Dr. Reuben Chirchir, Dr. Joyce Nyabuti, Ms. Joan Otieno, Amb. Salma Ahmed, Mr. Andrew Muriuki, Amb. Wamoto and Ag CEO Simon Rotich at the Africa Public Service Day Conference at KICC Nairobi



PSC Vice Chairperson Ms Charity Kisotu making her address after the Director, Economic, Youth & Sustainable Development Secretariat, Prof. Prajapati Trivedi's presentation to the Commission board. Sitting next to her is Commissioner Mary Mwiandi



A section of PSC Welfare members following proceedings during the Society's Annual General Meeting at the Commission house



SRC Vice Chairperson Mr. Dalmas Otieno and PSC Chairman Mr. Stephen Kirogo during the launch of public sector wage bill study report

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Vision

To be the lead service commission in the provision, management and development of competent human resource in the Public Service.

Mission

To transform the public service to become professional, efficient and effective for the realization of national development goals.

Core Values

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

Public Service Commission departments

- Recruitment and Selection
- Human Resource Management & Development
- Establishment and Management Consultancy Services
- Performance and Service Delivery Improvement
- Board Management Services
- Compliance and Quality Assurance
- Finance and Planning
- Corporate Services
- Legal Services

Commissioners

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

Secretary/Chief Executive (Ag)

Simon K. Rotich, EBS