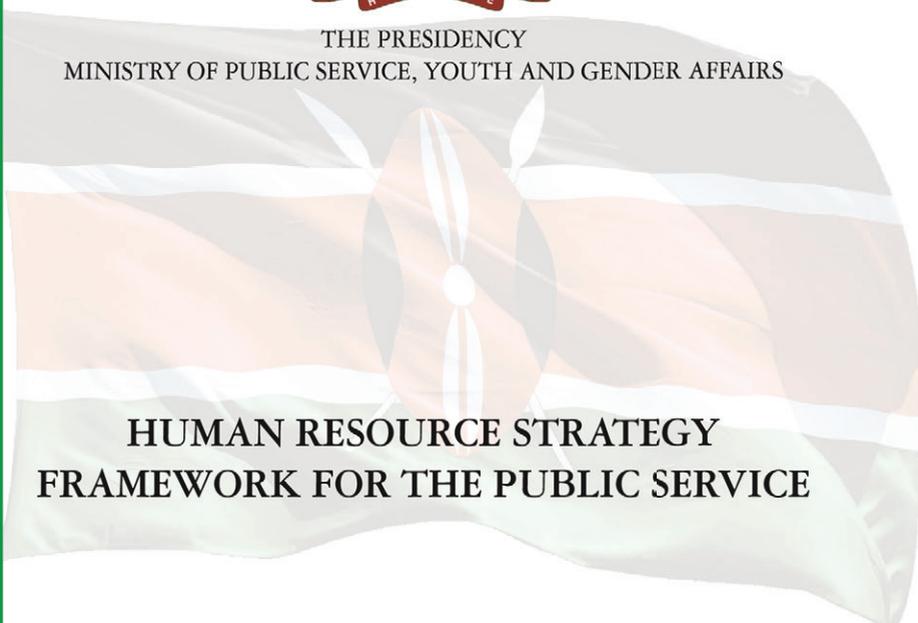


REPUBLIC OF KENYA



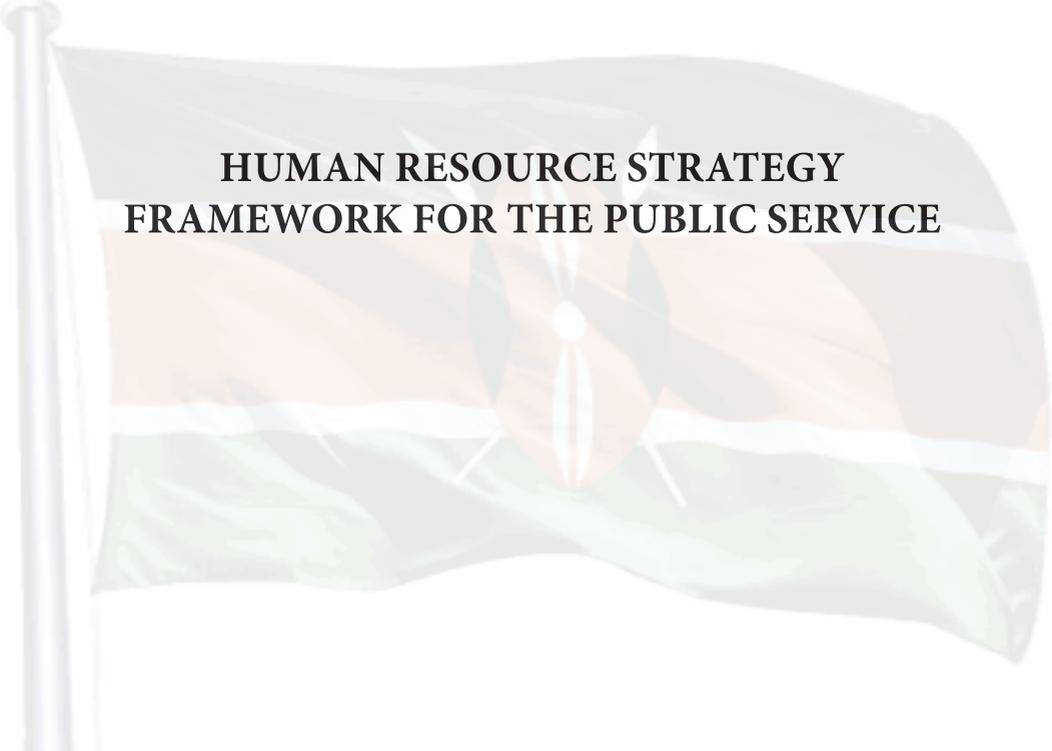
THE PRESIDENCY  
MINISTRY OF PUBLIC SERVICE, YOUTH AND GENDER AFFAIRS

A large, semi-transparent image of the Kenyan national flag is positioned behind the title text. The flag consists of horizontal stripes of black, white, and green, with red borders on the sides and a traditional Maasai shield in the center.

**HUMAN RESOURCE STRATEGY  
FRAMEWORK FOR THE PUBLIC SERVICE**

June, 2017



The image features a large, semi-transparent New Zealand flag as a background. The flag is shown waving on a silver flagpole. The flag's design includes a white field with a red four-pointed star in the upper left canton, a green field with a silver fern frond in the center, and a red field with a white four-pointed star in the lower right canton. Two white horizontal stripes separate the colored sections.

**HUMAN RESOURCE STRATEGY  
FRAMEWORK FOR THE PUBLIC SERVICE**

June 2017



# TABLE OF CONTENTS

FOREWORD .....	v
STATEMENT BY CHIEF OF STAFF AND HEAD OF PUBLIC SERVICE.....	vii
ACKNOWLEDGEMENT .....	viii
DEFINITION OF TERMS.....	ix
ABBREVIATIONS AND ACRONYMS.....	1
EXECUTIVE SUMMARY .....	3
<b>CHAPTER ONE: INTRODUCTION .....</b>	<b>5</b>
1.1 Background.....	5
1.2 Rationale for the Human Resource Strategy Framework.....	5
1.3 Objectives .....	6
1.4 Core Values .....	6
1.5 Scope.....	7
1.6 Structure of the Human Resource Strategy Framework .....	7
<b>CHAPTER TWO: SITUATIONAL ANALYSIS .....</b>	<b>9</b>
2.1 Preamble .....	9
2.2 Governance and Leadership .....	9
2.3 Norms and Standards.....	9
2.4 Organizational Structures.....	10
2.5 Human Resource Planning.....	10
2.6 Recruitment and Selection .....	11
2.7 Performance Management and Productivity .....	11
2.8 Human Capital Development .....	11
2.9 Compensation and Grading.....	12
2.10 Information Communication Technology .....	12
2.11 Culture of the Public Service .....	12
2.12 Occupational Health and Safety .....	13

**CHAPTER THREE: STRATEGIC ISSUES AND OBJECTIVES ..... 14**

3.1 Preamble ..... 14

3.2 Strategic Issue 1: Governance and Leadership..... 14

3.3 Strategic Issue 2: Norms and Standards ..... 16

3.4 Strategic Issue 3: Organizational Structure..... 18

3.5 Strategic Issue 4: Human Resource Planning ..... 19

3.6 Strategic Issue 5: Recruitment and Selection ..... 21

3.7 Strategic Issue 6: Performance Management and Productivity..... 23

3.8 Strategic issue 7: Human Capital Development ..... 25

3.9 Strategic Issue 8: Grading and Compensation..... 27

3.10 Strategic Issue 9: Information Communication and Technology ..... 30

3.11 Strategic Issue 10: Culture of the Public Service ..... 32

3.12 Strategic Issue 11: Occupational Safety and Health ..... 34

**CHAPTER THREE: MONITORING EVALUATION AND REPORTING**

**FRAMEWORK..... 37**

4.1 Preamble ..... 37

4.2 Monitoring ..... 37

4.3 Evaluation ..... 37

4.4 Reporting ..... 37

Monitoring and Evaluation Framework: Appendix 1 ..... 35

Appendix II: Implementation Matrix..... 36

## FOREWORD

The Government recognizes that the human resource is the engine that drives the socio-economic transformation of the Country. For the human resource to effectively steer the transformation process, there is need for strategies to be put in place to optimize its utilization.

The development of the Human Resource Strategy Framework for the Public Service is therefore, an important milestone in the management of human resource in the Public Service. The Framework provides a long-term strategy for managing human resource in the Public Service that is aligned to Kenya Vision 2030 and National goals.

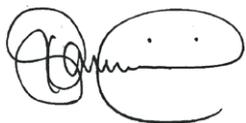
Global and regional frameworks including, 2030 Agenda for Sustainable Development Goals and African Union Agenda 2063, recognise the role of Public Service and administration as a critical enabler for transformation and critical for economic growth and poverty reduction. Towards this end, countries including Kenya need to transform the Public Service and develop their human resource capacity for a high performing Public Service.

Improvement in human resource management in the Public Service of Kenya will not only ensure efficiency in service delivery; but also a sustainable and globally competitive economy for the nation.

The Human Resource Strategy Framework will therefore guide Public Service organizations in the management and development of the human resource. It also aims at linking human resource management and organizational strategies, practices, policies and processes to realize the goals and objectives of the Kenyan Public Service. It is further expected that the Framework will be the basis for review and development of human resource policies, systems and practices in the Public Service.

The Human Resource Strategy Framework when adopted and customized will assist Public Service organizations to transform the way human resource is managed, developed and utilized for enhanced service delivery. The end game is a transformed Public Service for effective integrated implementation for sustainable development.

I therefore urge all Public Service organizations to adopt implementation of this Framework.

A handwritten signature in black ink, consisting of a stylized 'S' followed by a series of loops and a long horizontal stroke.

**Sicily K. Kariuki (Mrs), EGH,  
CABINET SECRETARY  
MINISTRY OF PUBLIC SERVICE, YOUTH AND GENDER AFFAIRS**

## STATEMENT BY CHIEF OF STAFF AND HEAD OF PUBLIC SERVICE

The development of the Human Resource Strategy Framework underscores the Government's commitment to Public Service transformation and reform agenda aimed at enhancing delivery of public services. The Framework has been developed, with the aim of achieving a fundamental paradigm shift from a process-oriented to results and performance based approach in the management of human resource.

It is expected that this Framework alongside other crucial policy documents developed recently for management of the human resource in the Public Service will go a long way to align and harmonize practices, procedures, standards, regulations and processes in management of human resource across the Public Service.

The successful implementation of this Framework is pegged upon the concerted effort of all stakeholders. I urge all Public Service organizations to ensure that the activities and programmes falling within their mandates are effectively implemented to achieve the objectives of this Human Resource Strategy Framework for the Public Service.



**Dr. Joseph K. Kinyua, EGH**  
**CHIEF OF STAFF AND HEAD OF PUBLIC SERVICE**

## ACKNOWLEDGEMENT

The development of the Human Resource Strategy Framework for the Public Service was undertaken through a wide consultative process that involved various key stakeholders, who have provided valuable contributions.

In particular, I thank the Cabinet Secretary, Ministry of Public Service, Youth and Gender Affairs, Mrs. Sicily K. Kariuki, EGH, for providing leadership in the development of the Framework.

I am grateful to the Chief of Staff and Head of Public Service, Dr. Joseph K. Kinyua, EGH, for the goodwill and support extended in the development of the Framework.

Appreciation goes to the Constitutional Commissions and Independent Offices, Inter-Governmental Sectoral Forum for Public Service Management, Ministries/Departments, County Public Service Boards and County Secretaries for their input, support and collaboration.

Finally, I acknowledge the Technical Teams and Heads of Departments, and all the stakeholders involved in the development of the Human Resource Strategy Framework for the Public Service.



**Lillian Mbogo-Omollo, CBS**  
**PRINCIPAL SECRETARY**  
**STATE DEPARTMENT FOR PUBLIC SERVICE AND**  
**YOUTH AFFAIRS**

## DEFINITION OF TERMS

**Boards** - refers to County Public Service Boards and County Assembly Service Boards and Boards of Management of State Agencies and Corporations.

**Capacity Building** -is approach to strengthening the knowledge, skills, attitudes, competencies and abilities of people in an organization.

**Constitution** – refers to the Constitution of Kenya, 2010.

**Governance** - is the system of managing organizations, conduct public affairs and manage public resources in order to guarantee the realization of human rights through the services offered.

**Human Resource Planning** - is the process for analyzing the current workforce, determining future needs and identifying the gap between the current and future needs and implementing solutions to achieve the strategic goals of an organization.

**Human Resource Strategy** - is a plan of action designed to develop the skills; attitudes and behavior among staff that will help the organization meet its goal and consist of principles for managing the workforce through human resource policies and practices. It covers the various areas of human resource function such as recruitment, compensation, reward and recognition, employee relations and Training.

**Job Evaluation** - is the process of determining the relative worth of a job in an organization.

**Job Grading Structure** – is grouping of Jobs for purposes of determining seniority and salary level.

**Salary Structure** - A consistent framework for managing a pay system. It usually consists either of a series of grades with pay ranges attached to each one or a single pay spine divided into grades at incremental points.

**Norms** - Refers to guidelines that prescribe acceptable conduct for the management of human resource in the Public Service.

**Performance Management** - is a range of activities designed to help organizations maximize the contributions of human resource towards achieving goals and objectives of an organization.

**Service Commissions** - Refers to the Public Service Commission, Parliamentary Service Commission, Judicial Service Commission, Teachers Service Commission and National Police Service Commission.

**Public Funds** – refers to all money that comes into possession of, or is distributed by, a government entity or money raised by a body where it is doing so under statutory authority.

**Public Service** - Means the collectivity of all individuals who hold an office in the National Government, a County Government and other Public Service organizations, if the remuneration and benefits of the employees are payable directly from the public fund.

**Public Service organizations** - refers to all Ministries, Departments, Counties, State Agencies and Institutions involved in Public Service delivery.

**Standards** - refers to requirements, specifications, guidelines, or characteristics that are used consistently to ensure that systems, processes, practices, products and services have uniformity.

**Vision 2030** – refers to the “*Kenya Vision 2030: A Globally Competitive and Prosperous Kenya*” document containing the development plan for Kenya.

## ABBREVIATIONS AND ACRONYMS



<b>CARPS</b>	Capacity Assessment and Rationalization of the Public Service
<b>CSF</b>	Critical Success Factors
<b>DPSM</b>	Directorate of Public Service Management
<b>GHRIS</b>	Government Human Resource Information System
<b>ICT</b>	Information Communication and Technology
<b>IFMIS</b>	Integrated Financial Management Information System
<b>IPPD</b>	Integrated Payroll and Personnel Database
<b>KPI</b>	Key Performance Indicator
<b>KRA</b>	Key Result Area
<b>OSHA</b>	Occupational Safety and Health Act
<b>PDP</b>	Performance Development Plans
<b>PIP</b>	Performance Improvement Plans
<b>SRC</b>	Salaries and Remuneration Commission
<b>TNA</b>	Training Needs Assessment



## EXECUTIVE SUMMARY

The Government is committed to improving the performance of the Public Service for the economic and social well-being of Kenyans as required by the Constitution. It is against this background that the Ministry of Public Service, Youth and Gender Affairs through the Directorate of Public Service Management (DPSM), has developed this Human Resource Strategy Framework for the Public Service, with a view to redefining management of human resource as a critical aspect of the general performance of the Public Service.

The management of human resource has evolved globally and the Kenya Public Service needs to align itself to the global trends. This calls for a paradigm shift in the management of human resources for the Country as it joins countries classified as lower middle income economy. In this Framework, eleven (11) critical success factors for management of human resource in the Public Service have been identified for address to make the Country achieve full middle income status by 2030. This include: Governance and Leadership; Norms and standards; Organization structures; Human Resource Planning; Recruitment and Selection; and Performance Management and productivity. Other critical success factors include: Human Capital Development; Compensation and grading; Information Communication Technology; Culture of the Public Service; and Occupational Health and Safety and Conducive Work Environment, in the Public Service.

The Human Resource Strategy Framework, has analyzed the critical factors, identified challenges and prescribed intervention measures to transform the Public Service for effective and efficient service delivery. The intervention measures include development of strategic objectives and approaches to address the identified challenges. The strategic objectives for this Framework include to:

- i. Enhance transparency, accountability and provide direction in the management of human resource in the Public Service;
- ii. Embed Uniform Norms and Standards in the management of human resource in the Public Service;
- iii. Align Organizational Structures to mandates of the respective Public Service organizations and eliminate duplication and overlaps of functions;
- iv. Align Human Resource Plans to the organizational mandate and strategy;
- v. Attract, develop and retain highly skilled, diverse, inclusive and motivated staff;
- vi. Align Performance Management systems of Public Service organizations to the specific Organizational strategies and the National Development Goals;
- vii. Strengthen Human Capital capacity to meet the current and future needs of Public Service organizations for effective and efficient delivery of services;
- viii. Harmonize Grading and Compensation across the Public Service;
- ix. Automate human resource functions in the Public Service for effective and efficient service delivery;
- x. Inculcate a culture of transparency and accountability in service delivery in the Public Service; and
- xi. Create a Healthy and a Safe conducive work environment in the Public Service in line with the provisions of the Occupational Safety and Health Act (OSHA) (2007).

The required activities to be undertaken, implementing agencies, expected outputs and outcomes have also been highlighted in the Framework, together with the monitoring, evaluation and reporting mechanism to track progress in the implementation of the Framework.

## CHAPTER ONE

# INTRODUCTION

---

### 1.1 Background

Kenya inherited a Public Service that was used by the colonial Government mainly as an instrument of enforcement of law and order and collection of taxes. Since then, the Government has undertaken major reforms in the area of human resource management which include staff rationalization programs and performance management to make the service fit for purpose and improve service delivery to the citizenry.

These reforms however, mainly concentrated on the Civil Service while leaving out the other sub-sectors of the Public Service. This led to a fragmented approach to management of human resources, characterized by discordant organizational structures, disparate grading structures, pay inequalities and application of different norms and standards. The implementation of the Constitution of Kenya, 2010 further compounded the fact by introducing devolved governance, and providing for the independence and interdependence of the National and County governments and other State Agencies. As a result, the governance of the human resource in the Public Service, has continued to have as many approaches as there are state agencies. The development of the Human Resource Strategy Framework therefore, became a necessity to address the challenges and create harmony and synergy for a citizen focused service delivery.

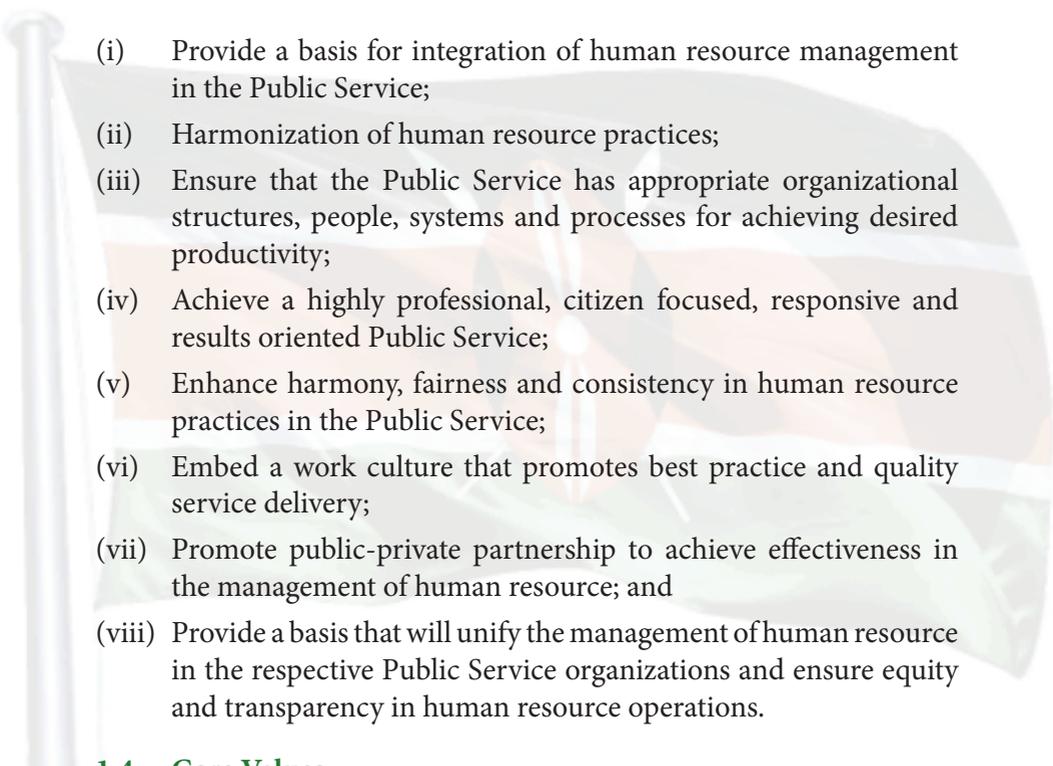
### 1.2 Rationale for the Human Resource Strategy Framework

The achievement of the Vision 2030 and implementation of the Constitution is predicated on a competitive motivated Public Service. This Human Resource Strategy Framework has therefore, been

developed 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.

### **1.3 Objectives**

The Framework intends to:

- 
- (i) Provide a basis for integration of human resource management in the Public Service;
  - (ii) Harmonization of human resource practices;
  - (iii) Ensure that the Public Service has appropriate organizational structures, people, systems and processes for achieving desired productivity;
  - (iv) Achieve a highly professional, citizen focused, responsive and results oriented Public Service;
  - (v) Enhance harmony, fairness and consistency in human resource practices in the Public Service;
  - (vi) Embed a work culture that promotes best practice and quality service delivery;
  - (vii) Promote public-private partnership to achieve effectiveness in the management of human resource; and
  - (viii) Provide a basis that will unify the management of human resource in the respective Public Service organizations and ensure equity and transparency in human resource operations.

### **1.4 Core Values**

The Framework is anchored on the following National Values and Principles of Governance spelt out in Article 10 of the Constitution:-

- (i) Patriotism, national unity, sharing and devolution of power, the rule of law, democracy and participation of the people;
- (ii) Human dignity, equity, social justice, inclusiveness, equality, human rights, non-discrimination and protection of the marginalized;

- (iii) Good governance, integrity, transparency and accountability; and
- (iv) Sustainable development.

The implementation of this Framework will ensure that the following Values and Principles of Public Service provided in Article 232 of the Constitution are binding on all public servants:-

- (i) High standards of professional ethics;
- (ii) Efficient, effective and economic use of resources;
- (iii) Responsive, prompt, effective, impartial and equitable provision of services;
- (iv) Involvement of people in the process of policy making;
- (v) Accountability for administrative acts;
- (vi) Transparency and provision to the public of timely, accurate information;
- (vii) Representation of Kenya's diverse communities; and
- (viii) Affording adequate and equal opportunities for appointment, training and advancement, at all levels of the Public Service of:-
  - a. Men and Women;
  - b. The members of all ethnic groups; and
  - c. Persons living with disabilities.
- (ix) Subject to (vii) and (viii) above, fair competition and merit as the basis of appointments and promotions.

## 1.5 Scope

The Framework is applicable to all Public Service organizations with human resources engaged in public service delivery to Kenyans.

## 1.6 Structure of the Human Resource Strategy Framework

This Framework is divided into four (4) Chapters. Chapter One (1) contains background information, rationale, objectives, core values,

scope and structure of the Framework. Chapter Two (2) outlines the Situational Analysis while Chapter Three (3) highlights the Strategic Issues in Management of Human Resource in the Public Service.

Chapter Four (4) is on Monitoring, Evaluation and Reporting.



## CHAPTER TWO

# SITUATIONAL ANALYSIS

---

### 2.1 Preamble

This Chapter provides an analysis of the current situation in management of human resource in the Public Service in relation to Governance and Leadership, Norms and Standards, Organizational Structures, Human Resource Planning, Recruitment and Selection and Performance Management. It also analyses Human Capital Development, Compensation and Grading, Information Communication Technology, Public Service Culture and Occupational Safety and Health in the Public Service.

### 2.2 Governance and Leadership

Leadership plays an important role in ensuring that the Public Service is efficient, effective, ethical, professional, transparent and accountable in delivery of public services.

While Kenya has made significant strides in reforming the Public Service, the management of human resource remains a challenge and continues to undermine the Government's effort in enhancing service delivery, national cohesion and reduction of poverty levels in the Country. One area in which the weaknesses have persisted in the adherence to good governance and leadership include: professionalism; accountability; respect for the rule of law; observance of public service values; and responsiveness to citizen's needs.

### 2.3 Norms and Standards

Norms and Standards are essential as they provide a basis of uniformity in the management of human resource across the Public Service. Further, the Constitution of Kenya requires that human resource is managed within a framework of common norms and standards.

Currently, the human resource management in the Public Service is governed by the various policies, legislation, regulations and guidelines issued by different organizations. This has created inconsistencies and disparities in the management of human resources.

## **2.4 Organizational Structures**

Government functions need to be properly structured and staffed to facilitate synergy and harmony in delivery of public services. An organizational structure that is aligned to the mandate and strategy is a prerequisite to organizational effectiveness. Public Service organizations require their structures to be aligned to their mandates and strategy so as to deliver services efficiently and effectively.

Some of the structures of the Public Service organizations however, are not aligned to the respective mandates leading to duplication and overlaps of functions thereby affecting efficiency and cost effectiveness in service delivery.

## **2.5 Human Resource Planning**

Human resource planning is a prerequisite for effective human resource management. It ensures that an organization has the right people, with the right skills and competences, in the right place at all times.

Human resource planning has however, not been accorded the necessary attention in the Public Service and where attempts have been made, this has not been synchronized with the aspirations of the human resource requirements in Vision 2030, Medium Term Plans and the labour market. This challenge is compounded by the fact that human resource planning is not integrated with other human resource functions and is at times carried out on an ad hoc basis. This has resulted in a bloated Public Service characterized by shortage in technical skills and surplus in non-core staff and succession management challenges.

Attempts have also been made by the Government through policy direction that all Public Service Organizations establish a skills inventory, to guide recruitment, deployment, training and promotion of staff. This effort has however, not realized the desired outcome due to lack of monitoring, evaluation and reporting mechanism on skills

inventory developed, and has contributed to gaps and imbalances, in the aforementioned areas.

## **2.6 Recruitment and Selection**

Recruitment and selection aims at attracting and retaining a skilled and motivated workforce that meets the current and future needs of the organization. Recruitment in the Public Service should be based on merit, fair competition, competence, geographical and gender representation.

The decisions on recruitment and selection in the Public Service have however, not adhered to these principles resulting to nepotism, corruption, discrimination and poor human resource management practices. In addition, the Service is faced with critical challenge in attracting and retaining technical and professional staff to work in some parts of the Country.

## **2.7 Performance Management and Productivity**

Performance management aims at improving service delivery. It links individual performance to organizational goals and objectives. The Government has made deliberate effort to streamline human resource management in the Public Service for performance improvement through initiatives such as Results Based Management, Rapid Results Initiative and Performance Contracting.

Performance Management System in the Public Service is however, faced with a number of challenges. A number of managers lack the capacity to effectively implement the Performance Management System. A weak Performance Management System has contributed to low productivity in the Public Service.

## **2.8 Human Capital Development**

Human capital is important in achievement of the Kenya Vision 2030 and organizational goals. The Government has established various training institutions to provide an environment in which public servants continuously learn and acquire new ideas, improve their competences, skills, behaviours and attitudes.

The Public Service however, continues to experience skills and competency gaps in critical and specialized technical skills. Further, the in-service programmes have inadequately provided behavioural and attitudinal development, for capacity building in the Service.

## **2.9 Compensation and Grading**

Compensation is important for attraction and retention of highly motivated, qualified and performing employees. The compensation should however, be equitable and seen to be fair to attract and retain the right mix of staff. The Public Service however has, different salary structures and benefits with the Public Service organizations which are not strictly based on the principle of fair remuneration. The disparities have thus, resulted in a demotivated workforce, high staff turnover, low productivity and recurrent industrial disputes.

## **2.10 Information Communication Technology**

Information Communication and Technology (ICT) improves efficiency and effectiveness of organizational performance. The Government has adopted ICT systems such as Integrated Payroll and Personnel Database (IPPD), Government Human Resource Information System (GHRIS), Integrated Records Management Information System (IRMIS) and Integrated Financial Management Information System (IFMIS).

There is however, low uptake in the Public Service to exploit the opportunities provided by the computer-based technologies in the most cost effective way. Moreover, these ICT systems are not integrated and some have low performance capability.

## **2.11 Culture of the Public Service**

The Values of the Public Service are provided in the Constitution under Articles 10 and 232. The Constitution demands the Public Service to be highly professional, efficient, effective, transparent and citizen focused. The general public however, perceives the Public Service as not fully conforming to the provisions of the Constitution. Feedback on key initiatives from customer satisfaction surveys and citizen service delivery charters also indicate that service delivery needs to improve significantly to fulfil the provision of the Constitution and expectation of the public.

## 2.12 Occupational Health and Safety

Public Service organizations have made notable progress in providing conducive environment, occupational safety and healthy workplace. Safety and health committees, training of employees on safety and security, have been established and undertaken respectively by a number of Public Service organizations. There is also support for persons with disability, drug and substance abusers, and those in need of psychosocial support in the workplace including people living with HIV and AIDS.

The initiatives undertaken to ensure safety and health in the workplace are however, insufficient and inconsistent. Some Public Service organizations are yet to adhere to safety and health standards as provided for in the Occupational Health and Safety Act and the Work Injury Benefits Act. Further, majority of Public Service organizations, have not focused on the provision of adequate working tools and facilitative work environment.

## CHAPTER THREE

# STRATEGIC ISSUES AND OBJECTIVES

---

### 3.1 Preamble

This Chapter outlines the strategic issues in the human resource management, the approaches, objectives, expected outputs and key activities which need to be undertaken to achieve the aspirations for efficient and effective management of human resource in the Public Service. It also outlines the implementing agencies for the Human Resource Strategy Framework. The implementation matrix for the Chapter is provided under Appendix II.

### 3.2 Strategic Issue 1: Governance and Leadership

The Kenya Vision 2030 envisages that the achievement of the Vision would require Public Service organizations to demonstrate good governance and leadership and uphold high levels of integrity in service delivery. The strengthening of governance, leadership, and inculcating accountability management of the human resource in the Public Service, is therefore, a prerequisite for improving the effectiveness of Government programmes and initiatives. Equitable management of human resource plays a central role in good governance and national development. In discharging their role, public servants will have to demonstrate high levels of integrity, honesty, transparency and accountability as is enshrined particularly in Articles 10, 41, 47 and 232 of the Constitution of Kenya, 2010.

#### 3.2.1 Strategic objective

To enhance transparency, accountability and responsiveness providing direction in the management of human resource in the Public Service.

### 3.2.2 *Strategic approaches*

The public service organizations will:-

- (i) Develop programmes and initiatives to inculcate national values and principles of governance in the Public Service;
- (ii) Develop and operationalize organizational service charters;
- (iii) Promote Values and Principles of Public Service including conducting Human Resource Management lifestyle audits;
- (iv) Develop and strengthen systems and structures in management of human resource;
- (v) Develop, review and implement code of ethics and conduct for public servants including having a register for recording conflict of interest and declaring gifts;
- (vi) Implement Competency Framework for the Public Service; and
- (vii) Competitively appoint leaders and managers based on meritocracy.

### 3.2.3 *Expected outputs*

- (i) Organizational committees on ethics and integrity;
- (ii) Code of ethics and conduct for public servants;
- (iii) Governance and Leadership code;
- (iv) Human resource policies and procedures manual aligned to the Constitution legislations and regulations;
- (v) Citizen Service Delivery Charters; and
- (vi) Leadership competence development programmes and training materials.

### 3.2.4 *Key Activities*

- (i) Identify key governance indicators and conduct a base line survey;
- (ii) Develop an induction program on values of good governance in the Public Service;

- (iii) Sensitize and train public servants on values of good governance;
- (iv) Develop terms of reference and training manual for organizational committees on ethics and integrity based on provisions of the Constitution;
- (v) Identify and train champions of ethics and integrity;
- (vi) Develop and review the code of ethics and conduct for public servants;
- (vii) Develop and review Human Resource Policies and Procedures Manual and align to the Constitution and existing legislations;
- (viii) Develop and review Citizen Service Delivery Charters;
- (ix) Develop and implement Leadership competencies; and
- (x) Develop mechanism to link governance indicators to organizational targets.

### ***3.2.5 Expected Outcome***

Entrenched Ethical Value based governance and leadership principles in the public service organizations.

### ***3.2.6 Implementing Agencies***

- (i) Public Service organizations;
- (ii) Constitutional Commissions and Independent Offices; and
- (iii) Public Service training organizations.

## **3.3 Strategic Issue 2: Norms and Standards**

The requirement for common norms and standards is provided for in Articles 191(3)(b) and 235 (1) of the Constitution. Norms and standards in the management of the human resource in the Public Service are meant to ensure equity through common application of human resource policies, rules and regulations. This promotes effective and efficient public service delivery. Public Service Institutions will therefore, adopt and customize for use Norms and Standards developed in line with the provision of the Constitution in the management of human resource in the Public Service.

### **3.3.1 Strategic Objective**

To embed uniform norms and standards in the management of human resource in the Public Service.

### **3.3.2 Strategic Approaches**

Public service organizations will:-

Operationalize uniform Norms and Standards for management of human resource in the Public Service.

### **3.3.3 Expected Outputs**

- (i) Norms and standards for managing human resource; and
- (ii) Organizational human resource management policies and practices aligned with the Norms and Standards.

### **3.3.4 Key Activities**

- (i) Adoption and implementation of human resource norms and standards for managing the Public Service;
- (ii) Dissemination and sensitization of norms and standards in all Public Service organizations;
- (iii) Review of organizations' human resource management policies and practices; and
- (iv) Monitor, evaluate and report on operationalization and impact of the Norms and Standards on human resource management and service delivery.

### **3.3.5 Expected Outcome**

Equity, fairness and transparency in management of human resource who are motivated and effectively and efficiently delivering services.

### **3.3.6 Implementing Agencies**

- (i) Service Commission/Boards/Authorities;
- (ii) Ministry responsible for Public Service; and
- (iii) Public Service organizations.

### **3.4 Strategic Issue 3: Organizational Structure**

The Capacity Assessment and Rationalization of Public Service study report revealed that most organizational structures for the Public Service under study, were yet to be aligned to the mandates and the Vision 2030. This had an impact on the service delivery to the citizens and implementation of the Constitution. Public Service organizations, will therefore, require to align their organizational structures to the respective mandates, strategic plans to ensure implementation of the Government Development Plan (Vision 2030) and the Constitution.

#### ***3.4.1 Strategic Objective***

To align organizational structures to mandates of the respective Public Service organizations and Vision 2030 (National Development Plan) and eliminate duplication and overlaps of functions.

#### ***3.4.2 Strategic Approaches***

Public service organizations will:-

- (i) Establish the status of the current organizational structures and determine gaps;
- (ii) Review functions and organization structures to mandates, functions and strategy;
- (iii) Sensitize and validate the status report with stakeholders;
- (iv) Review their organizational structures to eliminate duplication and overlapping functions; and
- (v) Develop appropriate organizational structures for each Public Service organization aligned to the organizational mandate, Vision 2030 and the Constitution.

#### ***3.4.3 Expected Outputs***

- (i) Status report on current organizational structures; and
- (ii) Appropriate organizational structure for each Public Service organization as per their respective mandate.

#### **3.4.4. Key Activities**

- (i) Conduct a baseline survey to determine the current status on organizational structures;
- (ii) Sensitize and validate the results of the baseline survey report; and
- (iii) Review and develop appropriate organizational structures.

#### **3.4.5 Expected outcome**

Aligned appropriate and effective organizational structure fit for purpose.

#### **3.4.5 Implementing Agencies**

- (i) Service Commission/Boards/Authorities;
- (ii) Ministry responsible for Public Service; and
- (iii) Public Service organizations.

### **3.5 Strategic Issue 4: Human Resource Planning**

Human resource planning improves the utilization of human resources by enabling Public Service organizations to forecast the staffing needs in terms of both numbers and the type of skills required and to eliminate skills gap. The integration of the Human Resource Plan in the organizations strategic plan and the National Development Plan is important in ensuring appropriate adequate staffing.

Public Service organizations will therefore, develop and implement human resource plans. The integration will include in all aspects of human resource management ranging from recruitment and selection, staffing, performance management, compensation, training and development, career development, to succession management.

#### **3.5.1 Strategic Objective**

To align human resource plans to the organizational mandate and strategy.

### **3.5.2 Strategic Approach**

Public service organizations will:-

- (i) Establish human resource requirements needed to implement Vision 2030, the Constitution and Organizations' strategic plans;
- (ii) Undertake a human resource audit to determine the current situation;
- (iii) Determine existing gaps against the forecast demand and supply of human resources;
- (iv) Develop strategies to address the identified surpluses and shortages;
- (v) Develop human resource plans and budgets and integrate in the National Medium Term Plan and annual organizational plan; and
- (vi) Development strategies and programmes to implement the 30/70 ratio of support to technical staff.

### **3.5.3 Expected Outputs**

- (i) Human resource plans;
- (ii) Status report on human resource management for achievement of Vision 2030, Constitution and Public Service organizations' strategic plans;
- (iii) Human Resource Audit report;
- (iv) Human Resource skills inventory; and
- (v) Report on implementation strategies of the human resource plan and 30/70 ratio.

### **3.5.4 Key Activities**

- (i) Undertake literature review on organizational status of implementation of Vision 2030, the Constitution and the Strategic Plans;
- (ii) Conduct a Human Resource Audit to determine status and gaps;
- (iii) Develop Human Resource Skills Inventory;

- (iv) Develop Human Resource Plan both Medium term and annual; and
- (v) Design implementation strategies to fill any existing gaps and deal with excesses.

### **3.5.5. Outcome**

Institutionalized human resource planning in Public Service organizations and adequately staff organizations.

### **3.5.6 Implementing Agencies**

- (i) Service Commission/Boards/Authorities;
- (ii) Ministry responsible for Public Service; and
- (iii) Public Service organizations.

## **3.6 Strategic Issue 5: Recruitment and Selection**

The quality of human resource is a key factor in driving organizational effectiveness. Public service delivery can only improve if Public Service organizations attract, develop and retain the right people with the right skills, knowledge and attitudes. Matching talents with career aspiration of employees will enhance employee effectiveness and performance. Public Service organizations will therefore, adhere to the norms and standards on recruitment and selection. Specifically, the process will be in line with the provision of the Constitution, Labour Laws and Career Progression Guidelines, to ensure equity and fairness in the recruitment and selection of the right caliber of staff. The Public Service organizations will continually strive to adopt human resource best practices in attracting, developing and retaining skilled, diverse, inclusive and motivated workforce.

### **3.6.1 Strategic Objective**

To attract, develop and retain highly skilled, diverse, inclusive and motivated staff.

### **3.6.3 Strategic Approaches**

Public service organizations will:-

- (i) Undertake Strategic analysis and forecasting of talents;
- (ii) Partner with universities and tertiary institutions to increase the pool of talent in the labour market;
- iii) Equip staff with the required skills and competences;
- iv) Develop a hybrid system by embracing internal and external recruitment;
- (v) Competitively and transparently recruit and select employees through advertisement and thus, rebuild public trust; and
- (vi) Train Public Service Managers, Boards and Authorities on professional competency based recruitment process.

### **3.6.3 Expected Outputs**

- (i) Report on required talents;
- (ii) Recruitment plans, Policies and guidelines; and
- (iii) Training and on-job training programmes.

### **3.6.4 Key activities**

- (i) Undertake high level analysis and forecasting of required talents;
- (ii) Have clearly established vacant positions with clear Job descriptions and specifications
- (iii) Develop recruitment plans, policies and procedures;
- (iv) Review and develop enabling human resource policies;
- (v) Establish strategic partnerships with universities and tertiary institutions; and
- (vi) Training and on-job training programmes for employees and Boards.

### 3.6.5 *Expected outcome*

Adequately staffed public service organizations with appropriate skills and proper mix.

### 3.6.6 *Implementing Agencies*

- (i) Constitutional Commission/Boards/Authorities;
- (ii) Ministry responsible for Public Service; and
- (iii) Public Service organizations.

## 3.7 **Strategic Issue 6: Performance Management and Productivity**

Effective Performance Management System in the Public Service aligns organizational, teams and individual targets to the organizational and Government's goals and objectives. Monitoring of performance and linking it to training and development, resource allocation, and rewards and sanctions is key in the realization of the set targets. This should be accompanied by Performance Development Plans (PDP) and Performance Improvement Plans (PIP).

Public Service organizations will therefore, have to build the capacity of managers and employees to ensure implementation of effective Performance Management Systems and to leverage Kenya's global competitiveness, as envisaged in Vision 2030.

### 3.7.1 *Strategic Objective*

To align performance management systems of public organizations to the specific organizational strategies and the national development goals.

### 3.7.2 *Strategic approaches*

Public service organizations will:-

- (i) Review and develop integrated results-based performance management systems aligned to goals and objectives of the organizations;

- (ii) Build Capacity of managers to develop, implement and monitor performance management;
- (iii) Engage staff to the organization's purpose, empower and enable staff to co-design improvements to processes and jobs;
- (iv) Strengthen two-way communications with staff to improve collaboration in the workplace;
- (v) Develop programs for coaching, counseling and mentoring of staff;
- (vi) Develop policies that attract and retain relevant talent and productive employees;
- (vii) Strengthen and enhance the application of continuous improvement of service delivery through automation, e-Government and Business Processes Re-Engineering;
- (viii) Provide modern tools of operation and other resources for quick and timely service delivery;
- (ix) Develop and implement productivity measurement tools with clear Key Performance Indicators (KPIs) and Key Result Areas (KRAs);
- (x) Entrench consultative, appreciative and participatory approach in work performance and organization management; and
- (xi) Develop a performance management policy and legislation for implementing and enforcing performance management system.

### **3.7.3 *Expected Output***

- (i) Training manuals;
- (ii) An e-performance management system Framework;
- (iii) Performance oriented employees;
- (iv) Annual work plans at organizational/departmental/individual level with clear KPIs and KRAs;
- (v) Performance management tools and Productivity measurement tool;
- (vi) Framework for rewards and sanctions; and
- (vii) Performance management policy and legislation.

### 3.7.4 Key Activities

- (i) Adopt and implement an integrated result based performance management framework;
- (ii) Develop policy guidelines on productivity;
- (iii) Develop guidelines and tools for performance management;
- (iv) Disseminate and validate the guidelines and tools;
- (v) Develop mechanisms for rewards and sanctions;
- (vi) Develop training manuals;
- (vii) Training of managers and employees on performance management; and
- (viii) Benchmark, acquire and install an e-performance system.

### 3.7.5 Expected outcome

Entrenched performance management productivity system and culture.

### 3.7.6 Implementing Agencies

- (i) Service Commission/Boards/Authorities;
- (ii) Ministry responsible for Public Service;
- (iii) Ministry responsible for Labour; and
- (iv) Public Service organizations.

## 3.8 Strategic issue 7: Human Capital Development

In the Vision 2030, the Country's intention is to "create a globally competitive and adaptive human resource base to meet the requirements of a rapidly industrialising economy. The Public Service workforce should therefore, be equipped with diverse qualifications, technical skills, knowledge, attitudes and experiences that facilitates the realization of the Country's Vision. Subsequently, Public Service Organizations will have to nurture competencies in the Service for effective service delivery as outlined in Vision 2030.

A comprehensive approach to human capital development that links to the goals of national development in all Public Service organizations will be developed and adopted. This will lead to a result-focused culture that empowers individuals, supports the delivery of high quality services and encourages creativity. Strategies will be designed for human capital development that emphasises organizational capacity development, career growth and succession management. Specifically public institutions will link human capital development to national development and organizational goals.

### ***3.8.1 Strategic objective***

Strengthen human capital capacity to meet the current and future needs of Public Service organizations for effective and efficient service delivery.

### ***3.8.2 Strategic Approaches***

- (i) Institutionalize human capital development Strategic Plans;
- (ii) Operationalize human capital development strategies in all Public Service;
- (iii) Operationalize Competency Framework for the Public Service;
- (iv) Undertake Training Needs Assessment and ensure that training is based on the identified training needs;
- (v) Strengthen organizational learning culture, talent management through mentoring and coaching;
- (vi) Link human capital development to recruitment and selection, career development, talent and succession management; and
- (vii) Collaborate and Partner with relevant stakeholders for resources and invest in human capital development.

### ***3.8.3 Expected outputs***

- (i) Human Capital development strategies, policies and programmes;
- (ii) Training Needs Assessment (TNA) report;
- (iii) Competency framework for public service;

- (iv) Memoranda of understanding with development partners on capacity development;
- (v) A learning culture in the public service organizations;
- (vi) A framework for linking human capital development to career development;
- (vii) Talent management and succession plans; and
- (viii) Training plans and projections.

#### **3.8.4 Activities**

- (i) Develop and implement a competency framework for the Public Service.
- (ii) Review the current status of human capital development;
- (iii) Develop human capital development strategy for Public Service;
- (iv) Disseminate and validate the strategy;
- (v) Conduct Training Needs Assessment (TNA);
- (vi) Develop human capital development plans and projections; and
- (vii) Evaluate human capital development programmes.

#### **3.8.5. Expected outcome**

Highly skilled competent workforce in the public service organizations.

#### **3.8.6 Implementing Agencies**

- (i) Service Commission/Boards/Authorities;
- (ii) Ministry responsible for Public Service;
- (iii) All public service organizations; and
- (iv) Public service training organizations.

### **3.9 Strategic Issue 8: Grading and Compensation**

A fair Grading and Compensation system should reflect the internal relativities, comparable factors, comparable worth and therefore, comparable value of a job. This is normally informed by a

comprehensive, job analysis, classification and evaluation, which is transparent and objective. The resultant grading structures ensures an effective remuneration structure where employees are satisfied that they are fairly, equitably, and transparently compensated for work done. Such a grading and compensation structure would enable an organization including the public sector, to attract and retain requisite skilled and motivated staff. The principles of objectivity, impartiality, equity and fairness are cardinal in the review of grading and compensation, establishment of grading structures and management of remuneration. The objectivity and impartiality is normally realized through an effective job evaluation. A Comprehensive job evaluation is therefore, critical and should be undertaken any time that a public service seeks to review, establish and harmonize grading and compensation.

### ***3.9.1 Strategic Objective***

To harmonize grading and compensation across the Public Service.

### ***3.9.2 Strategic Approaches***

Public service organizations will:-

- (i) Continually conduct Job evaluation to determine comparability and worth of Jobs;
- (ii) Clearly define Job descriptions and specifications;
- (iii) Establish the grading structures for all public service organizations;
- (iv) Develop guidelines on grading and remuneration in the Public Service;
- (v) Determine the pay structures and systems based on Job description, specification and career schemes; and
- (vi) Liaise with the relevant organization for requisite consensus and provision of requisite authority.

### **3.9.3 Expected Outputs**

The expected outputs are:-

- (i) Report on the current pay structures and systems in the Public Service;
- (ii) Report on the current grading structures for all public service organizations;
- (iii) Job Evaluation Recommendations;
- (iv) Guidelines on grading and remuneration in the Public Service; and
- (v) Harmony in grading and compensation in the Public Service.

### **3.9.4. Key Activities**

- (i) Regular Job Evaluation Exercise;
- (ii) Regular review of Job description and specification;
- (iii) Conduct a baseline survey to determine the current status on grading and compensation;
- (iv) Develop Career guidelines and adopt grading and remuneration structure aligned competency Framework and Remuneration Policy; and
- (v) Implement harmonized grading and compensation structures and guidelines applicable to public service organizations.

### **3.9.5 Expected outcome**

Equity and harmony in grading and compensation structure for increased performance and realization of the principle of equal pay for work of comparable value.

### **3.9.6 Implementing Agencies**

- (i) Constitutional Commissions and Independent Offices;
- (ii) The National Treasury;
- (iii) Ministry responsible for Public Service; and
- (iv) Public Service organizations.

### **3.10 Strategic Issue 9: Information Communication and Technology**

ICT is a key tool for transforming service delivery and integrating technological innovations for managing human resource. This rests largely on a system of producing, distributing and utilizing information and knowledge that will in turn play a great role in driving productivity and economic prosperity. The Public Service requires effective and proper use of technology. Leveraging ICT in the management of the human resource in the Public Service management is critical for enhancing the productivity in the sector.

The various ICT solutions which include Integrated Payroll and Personnel Database (IPPD), Government Human Resource Information System (GHRIS), Integrated Records Management Information System (IRMIS) and Integrated Financial Management Information System (IFMIS) among others will be fully developed integrated and championed to ensure accuracy in capturing, storing, retrieving and sharing data and information. This will promote efficiency and effectiveness in human resource management and thus, Public Service delivery. The participation of the employees on use of ICT systems is also key. As a result, employee training in the use of the system will be undertaken to ensure realization of the benefit across the Service.

#### **3.10.1 Strategic Objective**

To automate human resource functions in the Public Service for effective and efficient service delivery.

#### **3.10.2 Strategic approaches**

Public service organizations will:-

- (i) Establish the status of ICT application and infrastructure in human resource operations in the Public Service and determine gaps;
- (ii) Establish appropriate ICT infrastructure and applications for managing human resource in the Public Service;

- (iii) Train public servants on ICT applications in management of human resource and established infrastructure; and
- (iv) Adopt for use of the ICT application for managing human resource.

### ***3.10.3 Expected Outputs***

- (i) Report on status of ICT application in management of human resource in the Public Service;
- (ii) ICT infrastructure in management of human resource in the Public Service;
- (iii) ICT modules for application on various components of management of human resource in the Public Service;
- (iv) Training Manual on ICT applications for management of human resource;
- (v) Staff compliance on use of ICT;
- (vi) Reduced paper work; and
- (vii) Increased efficiency and productivity.

### ***3.10.4 Key Activities***

- (i) Conduct a survey to determine the current status of ICT application and infrastructure in human resource operations in the Public Service;
- (ii) Develop a Concept Paper on review of ICT application and infrastructure in human resource operations in the Public Service;
- (iii) Develop appropriate integrated ICT infrastructure and applications for managing the Human Resource;
- (iv) Disseminate and validate the status report with stakeholders;
- (v) Procure appropriate ICT infrastructure for management of human resource in Public Service organizations;
- (vi) Review and procure appropriate ICT programmes for application in human resource operations;

- (vii) Develop training manual on ICT application in management of human resource; and
- (viii) Train public servants on use of ICT in management of human resource.

### ***3.10.5 Expected outcome***

Embedded use and application of Information Communication and Technology in human resource operations to facilitate employees' productivity and quality service delivery.

### ***3.10.6 Implementing Agencies***

- (i) Ministry responsible for Public Service;
- (ii) Ministry responsible for ICT;
- (iii) Service Commissions; and
- (iv) Public Service Organizations.

## **3.11 Strategic Issue 10: Culture of the Public Service**

The Public Service ethos need to conform to the provisions of Articles 10 and 232 of the Constitution. Public servants are expected to appreciate modern technology, systems, approaches and attitudes in Public Service delivery, that focus on quality, timeliness, effectiveness and efficiency. Public Service organizations will develop training and sensitization programmes that stimulate attitudinal change. They will further create work environment, with infrastructure and facilities that encourage good application of the values in the Constitution. This culture change processes will be aligned to the performance contract targets and Strategic plans at organizational and individual levels.

### ***3.11.1 Strategic Objective***

To inculcate a culture of transparency and accountability in service delivery in the Public Service.

### ***3.11.2 Strategic Approaches***

Public service organizations will:-

- (i) Establish the prevailing organizational culture in the respective Public Service organizations; and
- (ii) Initiate culture change processes and programmes so as to align the culture to the values and principles of Public Service as provided in the Constitution.

### ***3.11.3 Expected outputs***

The expected outputs are:

- (i) Report on prevailing culture for the respective public service organization;
- (ii) Training manual and Programs for culture change;
- (iii) Code of ethics and conduct for public servants;
- (iv) Professional and ethical employees; and
- (v) Positive image of the Public Service.

### ***3.11.4 Key Activities***

- (i) Undertake baseline survey on organization culture in Public Service organizations and compile a report;
- (ii) Undertake a stakeholder satisfaction survey;
- (iii) Review and harmonize a Code of ethics and conduct for Public Service organizations; and
- (iv) Develop a training manual and programme on culture change.

### ***3.11.5 Expected outcome***

Transformation of the work culture in the Public Service to responsive, accountable, efficient and effective service delivery.

### ***3.11.6 Implementing Agencies***

- (i) Service Commission/Boards/Authorities;
- (ii) Ethics and Anti-Corruption Commission;
- (iii) Ministry responsible for Public Service; and
- (iv) Public Service Organizations.

### 3.12 Strategic Issue 11: Occupational Safety and Health

A number of industrial relations issues in most part of the world including Kenya are attributed to work place environment in terms of safety, health and operational tools. Public Service organizations are expected to provide a safe and healthy working environment and adequate working facilities/tools. In Kenya a number of these issues have been legislated under the Occupational Safety and Health Act (OSHA) 2007. The major issue in ensuring effective human resource management and thus, enhanced service delivery, is compliance with the provisions of the Act by the Public Service organizations and standardization of operational facilities, to ensure equity and enabling work environment.

Public Service organizations will therefore, operationalize the safety and health provisions by establishing a unit or designated officer(s) to deal with safety and health issues, and also look at creating a generally conducive work environment.

#### 3.12.1 Strategic Objective

To operationalize safety and health measures in the Public Service as provided for in the OSHA (2007) and provide conducive environment, adequate work tools and facilities.

#### 3.12.2 Strategic Approaches

- (i) Undertake an audit on the level of compliance with the OSHA (2007) in Public Service organizations;
- (ii) Implement the provisions of OSHA (2007) to ensure compliance in the Public Service organizations;
- (iii) Develop a safety and health policy for Public Service;
- (iv) Establish safety and health units in all public service organizations;
- (v) Establish requisite working tools and facilities and provide the same; and
- (vi) Adhere to the provisions of the Public Sector Workplace Policy on HIV/AIDS, Public Service Substance Abuse and Workplace Policy on Guidance and Counselling Policy.

### **3.12.3 Expected outputs**

- (i) An Audit Report on Occupational safety and health in Public organizations;
- (ii) Policy statement on Occupational Safety and Health for public service organizations;
- (iii) Safety and Health, HIV/AIDS and Substance Abuse committees;
- (iv) Safety and Health, HIV/AIDS and Substance Abuse units;
- (v) Training manual and programmes on safety and health, HIV/AIDS, Substance Abuse in the work place; and
- (vi) Adequate operational tools and facilities.

### **3.12.4 Key Activities**

- (i) Undertake an audit on Occupational Safety and Health in Public organizations;
- (ii) Review and develop Policy statement on Occupational Safety and Health for Public Service organization;
- (iii) Implement safety and health measures in line with OSHA (2007);
- (iv) Establish Safety and Health committees;
- (v) Establish Safety and Health unit in the structure of Public Service organizations;
- (vi) Review and develop Training manual and programmes on safety and health in the Work place;
- (vii) Implement Public Sector Workplace Policy on HIV/AIDS, Public Service Substance Abuse Policy and Workplace Policy on Guidance and Counselling; and
- (viii) Conduct survey on adequacy of operational tools and facilities and impact on performance and bridge the gap.

### **3.12.5 Expected outcome**

Safe, healthy, conducive work environment with provision of adequate working tools and facilities in the Public Service.

### ***3.12.6 Implementing Agencies***

- (i) Service Commission/Boards/Authorities;
- (ii) Ministry responsible for Public Service;
- (iii) Ministry responsible for Labour; and
- (iv) Public Service organizations.



## CHAPTER THREE

# MONITORING EVALUATION AND REPORTING FRAMEWORK

---

### 4.1 Preamble

This Chapter provides the highlights for tracking the implementation of this Framework, ensuring compliance and reporting on the levels of success, challenges, solution to the challenges and best practices for benchmarking.

### 4.2 Monitoring

Each Public Service organization will collect data on a quarterly basis on the activities undertaken to ensure the effective, efficient and equitable management of its human resource to deliver accountable and responsive citizen focused service to the public. The Public Service organizations will use the Monitoring, Evaluation and Reporting Framework provided in Appendix 1, to ensure uniformity and standardization in capturing of the data and tracking implementation progress/status.

### 4.3 Evaluation

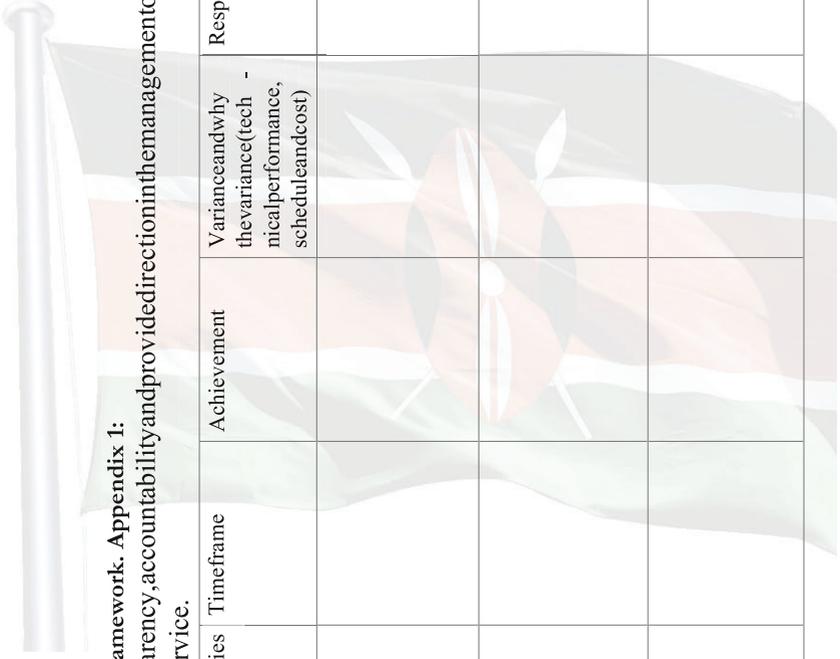
Each Public Service organization will set annual targets for purposes of mainstreaming the adoption of the Framework for implementation, using the Monitoring, Evaluation and Reporting Framework in Appendix 1 and measure the achievement against the provisions of output and outcome outlined in the Strategy Framework. The analysis will be done on a quarterly basis to gauge the success and take requisite measures where challenges are experienced, including consultation for guidance.

### 4.4 Reporting

The continuous monitoring and evaluation of the implementation of the Human Resource Strategy Framework, will be recorded and reports

made annually to ensure that the envisaged actions are implemented as per the plan. The reporting will also facilitate taking of corrective action on any deviations from the plan. The implementation progress will be reported to the various Public Service Boards with a copy to the Cabinet Secretary responsible for Public Service. The Reports received by the Cabinet Secretary will be shared at various public service forums already established, including the National and County Governments Coordinating Summit.

The National Report on the monitoring, evaluation of this Framework, will be collated and analyzed by the Directorate of Public Service Management for the Cabinet Secretary, for purposes of sharing success and replication of best practices. The analysis of monitoring and evaluation report will involve three elements, namely technical performance, schedule performance and cost performance.

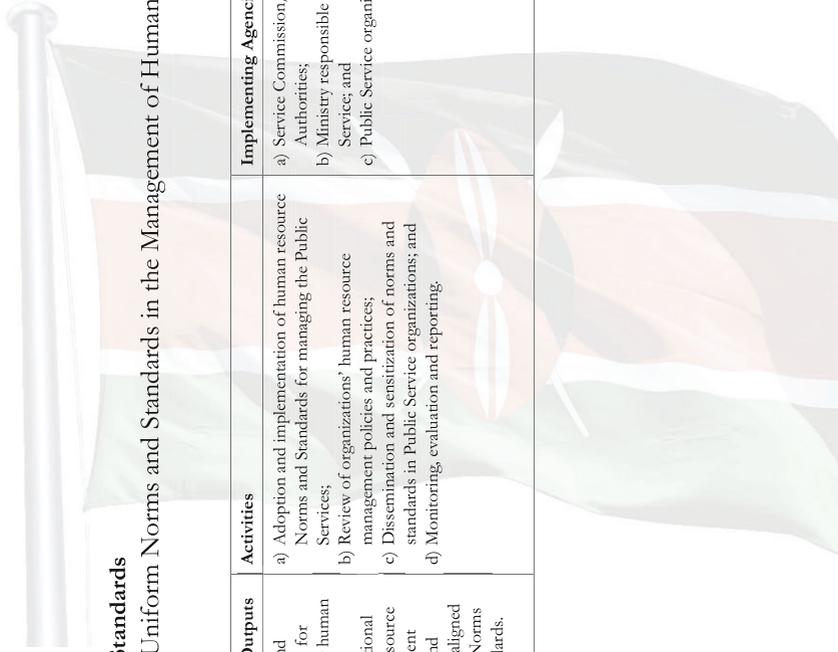


**Monitoring and Evaluation Framework. Appendix 1:**  
**Objective 1: To enhance transparency, accountability and provided direction in the management of human resource in the Public Service.**

Strategic approaches	Expected output	Activities	Timeframe	Achievement	Variance and why (technical performance, schedule and cost)	Responsibilities

**Appendix II: Implementation Matrix**  
**Strategic Issue 1: Governance and Leadership**  
**Strategic Objective 1: Enhance Transparency, Accountability and provide direction in the Management of Human resource in the Public Service.**

Strategic Approach	Expected Outputs	Activities	Implementing Agencies
<p>a) Inculcate national values and principles of governance in the Public Service;</p> <p>b) Promote Values and Principles of Public Service;</p> <p>c) Strengthen systems and structures in management of human resource; and</p> <p>d) Develop, review and implement good governance and leadership;</p> <p>e) Develop, review and implement code of ethics and conduct for public servants; and</p> <p>f) Implement competency framework for the public service.</p>	<p>a) Organizational committees on ethics and integrity;</p> <p>b) Code of ethics and conduct for public servants;</p> <p>c) Governance and leadership code;</p> <p>d) Human resource policies and procedures manual;</p> <p>e) Citizen service delivery charters; and</p> <p>f) Leadership competence development programmes and training materials.</p>	<p>a) Identify key governance indicators and conduct a base line survey;</p> <p>b) Develop an induction program on values of good governance in the Public Service;</p> <p>c) Sensitize and train public servants on values of good governance;</p> <p>d) Develop terms of reference and training manual for organizational committees on ethics and integrity;</p> <p>e) Identify and train champions of ethics and integrity;</p> <p>f) Develop and review the code of ethics and conduct for public servants;</p> <p>g) Develop and review Human resource policies and procedures manual;</p> <p>h) Develop and review citizen service delivery Charters;</p> <p>i) Develop and implement a Leadership competence;and</p> <p>j) Develop mechanism to link governance indicators to organizational targets</p>	<p>a) Public service organizations;</p> <p>b) Constitutional commissions and independent offices; and</p> <p>c) Public service training organizations</p>



**Strategic Issue 2: Norms and Standards**  
**Strategic Objective 2: Embed Uniform Norms and Standards in the Management of Human Resource in the Public Service.**

Strategic Approach	Expected Outputs	Activities	Implementing Agencies
a) Operationalize uniform Norms and Standards for management of human resource in the public service.	a) Norms and Standards for managing human resource; b) Organizational human resource management policies and practices aligned with the Norms and Standards.	a) Adoption and implementation of human resource Norms and Standards for managing the Public Services; b) Review of organizations' human resource management policies and practices; c) Dissemination and sensitization of norms and standards in Public Service organizations; and d) Monitoring, evaluation and reporting.	a) Service Commission/Boards/ Authorities; b) Ministry responsible for Public Service; and c) Public Service organizations

**Strategic Issue 3: Organizational Structure**  
**Strategic Objective 3: Align Organizational Structures to Mandates of the Respective Public Service Organizations and Eliminate Duplication and Overlaps of Functions.**

Strategic Approach	Expected Outputs	Activities	Implementing Agencies
<ul style="list-style-type: none"> <li>a) Establish the status of the current organizational structures and determine gaps;</li> <li>b) Sensitize and validate the status report with stakeholders; and</li> <li>c) Develop appropriate organizational structures for each Public Service organization.</li> </ul>	<ul style="list-style-type: none"> <li>a) Status report on current organizational structures; and</li> <li>b) Appropriate organization structure for each public service organization as per their respective mandate.</li> </ul>	<ul style="list-style-type: none"> <li>a) Conduct a baseline survey to determine the current status on organizational structures;</li> <li>b) Sensitize and validation of the baseline survey; and</li> <li>c) Review and develop appropriate organizational structures.</li> </ul>	<ul style="list-style-type: none"> <li>a) Service Commission/Boards/ Authorities;</li> <li>b) Ministry responsible for Public Service; and</li> <li>c) Public Service organizations</li> </ul>

**Strategic Issue 4: Human Resource Planning**  
**Strategic Objective 4: Align Human Resource Plans to the Organizational Mandate and Strategy**

Strategic Approach	Expected Outputs	Activities	Implementing Agencies
<ul style="list-style-type: none"> <li>a) Establish human resource requirement according to Vision 2030 and organizations' strategy;</li> <li>b) Undertake a human resource audit to determine the current situation;</li> <li>c) Determine existing gaps against the forecast demand and supply of human resources;</li> <li>d) Develop strategies to address the identified surpluses and shortages; and</li> <li>e) Develop human resource plans and budgets.</li> </ul>	<ul style="list-style-type: none"> <li>a) Human resource plans;</li> <li>b) Status report on the direction of human resource management for achievement of vision 2030 and public service organizations' strategic plans;</li> <li>c) Human Resource Audit report;</li> <li>d) Human Resource skills inventory; and</li> <li>e) Report on implementation strategies of the human resource plans</li> </ul>	<ul style="list-style-type: none"> <li>a) Undertake literature review on Vision 2030 and other Strategic Plans;</li> <li>b) Conduct a Human Resource Audit in the public service organizations;</li> <li>c) Develop Human Resource Skills Inventory; and</li> <li>d) Design implementation strategies to fill any existing gaps and deal with excesses</li> </ul>	<ul style="list-style-type: none"> <li>a) Service Commission/Boards/ Authorities;</li> <li>b) Ministry responsible for Public Service; and</li> <li>c) Public Service organizations</li> </ul>

**Strategic Issue 5 Recruitment and Selection**  
**Strategic Objective 5: Attract, recruit, develop and retain highly skilled, diverse, inclusive and motivated workforce**

Strategic Approach	Expected Outputs	Activities	Implementing Agencies
<ul style="list-style-type: none"> <li>a) Strategic analysis and forecasting of talents;</li> <li>b) Partner with universities and tertiary institutions to increase the pool of talent in the labour market;</li> <li>c) Equip staff with the required skills and competences;</li> <li>d) Develop a hybrid system by embracing internal and external recruitment;</li> <li>e) Rebuild public trust in the Public Service;</li> <li>f) Design fair compensation system;</li> <li>g) Create conducive work environment; and</li> <li>h) Train Public Service Managers, Boards and Authorities.</li> </ul>	<ul style="list-style-type: none"> <li>a) Strategic talents assessment reports</li> <li>b) Memoranda / Agreement with Universities and Tertiary Institutions</li> <li>c) Change Management programmes</li> <li>d) Incentives and compensation system</li> <li>e) Enabling Policies, guidelines</li> <li>f) Training and Capacity building programmes</li> <li>Service commission/Boards and Authorities to effectively manage human resource function</li> </ul>	<ul style="list-style-type: none"> <li>a) Undertake high level analysis and forecasting of required talents;</li> <li>b) Develop recruitment plans, policies and procedures;</li> <li>c) Review and develop enabling human resource policies;</li> <li>d) Establish strategic partnerships with universities and tertiary institutions; and</li> <li>e) Training and on-job training programmes</li> </ul>	<ul style="list-style-type: none"> <li>a) Constitutional Commissions/Boards/ Authorities;</li> <li>b) Ministry responsible of Public Service;</li> <li>c) Ministry responsible for Labour; and</li> <li>d) Public Service organizations</li> <li>e) Salaries and remunerations</li> </ul>

**Strategic Issue 6: Performance Management and Productivity**  
**Strategic Objective 6: Align Performance Management Systems of Public organizations to the specific Organizational Strategies and the National Development Goals**

Strategic Approach	Expected Outputs	Activities	Implementing Agencies
<p>a) Review and develop results based performance management systems aligned to goals and objectives of all organizations in the Public Service;</p> <p>b) Build Capacity of managers to develop, implement and monitor performance management;</p> <p>c) Automate the performance management system;</p> <p>d) Sensitize and engage employees to develop a culture of performance;</p> <p>e) Develop and implement productivity measurement tools with clear Key Performance Indicators (KPIs) and Key Result Areas (KRAs) for the Public Service; and</p> <p>f) Develop a performance management legislation</p>	<p>a) Training manuals;</p> <p>b) An e-performance management system;</p> <p>c) Performance oriented employees;</p> <p>d) Annual work plans at organizational/departmental/individual level with clear KPIs and KRAs;</p> <p>e) Performance management tools;</p> <p>f) Framework for rewards and sanctions;</p> <p>g) Productivity measurement tool; and</p> <p>h) Performance management legislation</p>	<p>a) Adopt and implement an integrated results based performance management framework;</p> <p>b) Develop policy guidelines on productivity;</p> <p>c) Develop guidelines and tools for performance management;</p> <p>d) Disseminate and validate the guidelines and tools;</p> <p>e) Develop mechanisms for rewards and sanctions;</p> <p>f) Develop training manuals;</p> <p>g) Training of managers and employees on performance management; and</p> <p>h) Benchmark, acquire and install an e-performance system</p>	<p>f) Service Commission/Boards/ Authorities;</p> <p>g) Ministry responsible of Public Service;</p> <p>h) Ministry responsible for Labour; and</p> <p>i) Public Service organizations</p>

Strategic Issue 7: Human Capital Development  
 Strategic Objective 1: Strengthen Human Capital Capacity to meet the Current and Future Needs of Public Service organizations for Effective and Efficient Delivery of Service

Strategic Approach	Expected Outputs	Activities	Implementing Agencies
<ul style="list-style-type: none"> <li>a) Operationalize human capital development strategies in the public service;</li> <li>b) Operationalize Competency Framework for the Public Service;</li> <li>c) Undertake training needs assessment;</li> <li>d) Strengthen organizational learning culture;</li> <li>e) Link human capital development to recruitment and selection, career development, talent and succession management; and</li> <li>f) Collaboration with development partners for capacity building in the Public Service</li> </ul>	<ul style="list-style-type: none"> <li>a) Human Capital development strategies, policies and programmes;</li> <li>b) Training Needs Assessment (TNA) report;</li> <li>c) Competency framework for public service;</li> <li>d) Memoranda of understanding with development partners on capacity development;</li> <li>e) A learning culture in public service organizations;</li> <li>f) A framework for linking human capital development to career development, talent management and succession plans; and</li> <li>g) Training plans and projections</li> </ul>	<ul style="list-style-type: none"> <li>a) Review the current status of human capital development;</li> <li>b) Develop human capital development strategy for Public Service;</li> <li>c) Disseminate and validate the strategy;</li> <li>d) Conduct Training Needs Assessment;</li> <li>e) Develop human capital development plans and projections;</li> <li>f) Evaluate human capital development programmes; and</li> <li>g) Develop and implement a competency framework for the Public Service.</li> </ul>	<ul style="list-style-type: none"> <li>a) Public Service Commission</li> <li>b) Ministry responsible for Public Service</li> <li>c) Public service organizations</li> <li>d) Public service training organizations</li> </ul>

**Strategic Issue 8: Grading and Compensation**  
**Strategic Objective 8: Harmonize Grading and Compensation across the Public Service**

Strategic Approach	Expected Outputs	Activities	Implementing Agencies
<p>a) Determine the pay structures and systems for Public Service organizations;</p> <p>b) Establish the grading structures for Public Service organizations;</p> <p>c) Release, disseminate and validate the results of the Job Evaluation exercise with stakeholders;</p> <p>d) Develop guidelines on grading and remuneration in the Public Service; and</p> <p>e) Liaise with the National Treasury for provision of funds for implementation of job evaluation recommendations.</p>	<p>a) Report on the current pay structures and systems in the Public Service;</p> <p>b) Report on the current grading structures for public service organizations;</p> <p>c) Job Evaluation Recommendations;</p> <p>d) Guidelines on grading and remuneration in the Public Service;</p> <p>e) Harmony in grading and compensation in the Public Service; and</p> <p>f) Increased performance levels.</p>	<p>a) Conduct a baseline survey to determine the current status on grading and compensation;</p> <p>b) Release, disseminate and validate the Job Evaluation results;</p> <p>c) Develop guidelines on grading and remuneration;</p> <p>d) Implement new grading and compensation in Public Service organizations</p>	<p>a) Constitutional Commissions and Independent offices;</p> <p>b) The National Treasury;</p> <p>c) Ministry responsible for Public Service; and</p> <p>d) Public Service organizations</p>

Strategic Issue 9: Information Communication and Technology  
 Strategic Objective 9: Automate Human Resource Functions in the Public Service for Effective and Efficient Service Delivery

Strategic Approach	Expected Outcomes	Activities	Implementing Agencies
<p>a) Establish the status of ICT application and infrastructure in human resource operations in the public service and determine gaps;</p> <p>b) Establish appropriate ICT infrastructure and applications for managing human resource in the Public Service; and</p> <p>c) Train public servants on ICT applications in management of human resource</p>	<p>a) Report on status of ICT application in management of human resource in the Public Service;</p> <p>b) ICT infrastructure in management of human resource in the Public Service;</p> <p>c) ICT modules for application on various components of management of human resource in the Public Service;</p> <p>d) Training manual on ICT applications for management;</p> <p>e) Staff compliance on use of ICT</p> <p>f) Reduced paper work; and</p> <p>g) Increased efficiency and productivity.</p>	<p>a) Develop a Concept Paper on review of ICT application and infrastructure in human resource operations in the Public Service;</p> <p>b) Conduct a survey to determine the current status of ICT application and infrastructure in human resource operations in the Public Service;</p> <p>c) Disseminate and validate the status report with stakeholders;</p> <p>d) Procure appropriate ICT infrastructure for management of human resource in Public Service organizations;</p> <p>e) Review and procure appropriate ICT programmes for application in human resource operations;</p> <p>f) Develop training manual on ICT application in management of Human Resource; and</p> <p>g) Train public servants on use of ICT in management of human resource.</p>	<p>a) Ministry responsible for Public Service;</p> <p>b) Ministry responsible for ICT;</p> <p>c) Service Commissions; and</p> <p>d) Public Service organizations.</p>

Strategic Issue 10: Culture of the Public Service  
 Strategic Objective 10: Inculcate a Culture of Transparency and Accountability in Service Delivery in the Public Service

Strategic Approach	Expected Outputs	Activities	Implementing Agencies
a) Establish the prevailing organizational culture in the respective Public Service organizations; and b) Initiate culture change processes and programmes to align the culture to the values and principles of public service as provided in the Constitution	a) Report on prevailing culture for the respective Public Service organization; b) Training manual and Programs for culture change; c) Code of ethics and conduct for public servants; d) Professional and ethical employees; and e) Positive image of the Public Service	a) Undertake baseline survey on organization culture in Public Service organizations and compile a report; b) Undertake a stakeholder satisfaction survey; c) Review and harmonize a Code of ethics and conduct for public service organizations; and d) Develop a training manual and programme on culture change.	a) Service Commissions; b) Ethics and Anti-Corruption Commission; c) Ministry responsible for Public Service; and d) Public Service Organizations

SERVICE

Strategic Issue 11: Occupational Health and Safety  
 Strategic Objective 11: Operationalize Health and Safety Measures in the Public Service as provided for in OSHA (2007)

Strategic Approach	Expected Outputs	Activities	Implementing Agencies
<p>a) Undertake an audit on the level of compliance with the Act in Public Service organizations;</p> <p>b) Implement the provisions of the Act to ensure compliance in the Public Service organizations;</p> <p>c) Develop a health and safety policy for Public Service;</p> <p>d) Establish health and safety units in Public Service organizations; and</p> <p>e) Adhere to the provisions of the Public Sector Workplace Policy on HIV/Aids, Public Service Substance Abuse and Workplace Policy on Guidance and Counselling.</p>	<p>a) An Audit Report on Occupational health and safety in Public organizations;</p> <p>b) Policy statement on Occupational Health and Safety for Public Service organizations;</p> <p>c) Health and Safety committees;</p> <p>d) Health and Safety Units; and</p> <p>e) Training manual and programmes on health and safety in the work place.</p>	<p>a) Undertake an audit on Occupational health and Safety in Public organizations;</p> <p>b) Review and develop Policy statement on Occupational Health and Safety for public service organizations;</p> <p>c) Implement health and safety measures in line with OSHA (2007);</p> <p>d) Establish Health and Safety committees;</p> <p>e) Establish a Health Safety unit in the structure of Public Service organizations;</p> <p>f) Review and develop Training manual and programmes on health and safety in the work place; and</p> <p>g) Implement Public Sector Workplace Policy on HIV/AIDs, Public Service Substance Abuse Policy and Workplace Policy on Guidance and Counselling.</p>	<p>a) Service Commissions/Boards/ Authorities;</p> <p>b) Ministry responsible for Public Service;</p> <p>c) Ministry responsible for Labour; and</p> <p>d) Public Service Organizations.</p>





**The Presidency,  
Ministry of Public Service, Youth and Gender Affairs,  
State Department of Public Service and Youth Affairs  
Directorate of Public Service Management,  
P. O. Box 30050-00100  
Tel: +254 (020) 222 7411 Nairobi**