HUMANISING THE PUBLIC SERVICE: IS IT POSSIBLE?

5TH ANNUAL HR CONGRESS: 23RD - 25TH MAY, 2018

Presentation by John T. Gecaga
HR Consultant
OUTLINE

- The Public Service
- Size and Growth of the Public Service
- Challenges
- Commendations
- Constitutional and Legal Provisions
- Progress Made
- Conclusion
PUBLIC SERVICE: COMPRISES OF-

- National Government (Civil Service?)
- County Governments
- Teaching Service
- State Corporations
- Public Universities
- Disciplined Services
- Kenya Defence Forces
- Judiciary
- Parliamentary Service
CONSTITUTIONAL COMMISSIONS AND INDEPENDENT OFFICES

i. The Kenya National Human Rights and Equality Commission
ii. The National Lands Commission
iii. The Independent Electoral and Boundaries Commission
iv. The Parliamentary Service Commission
v. The Judicial Service Commission
vi. The Commission on Revenue Allocation
vii. The Public Service Commission
viii. The Salaries and Remuneration Commission
ix. The Teachers Service Commission
x. The National Police Service Commission
The Independent Offices are:

i. The Auditor General; and

ii. The Controller of Budget
The Kenya Vision 2030 envisages a Public Service that is lean ...

Endeavours at creating a globally competitive and adaptive human resource base that will drive the transformation of the Country.

The Vision recognizes that the main potential for economic development and transformation of the Country will only be realized by harnessing competencies of the human resource.
\textbf{The Public Service: Size}

- During the pre-independence period, Kenya had a small workforce in the public sector because the colonial government provided a comparatively limited set of public services.

- Since then there has been a tremendous growth both in the number of employees and services provided:
PUBLIC SERVICE: size contd

- 1963 – 63,000 employees
- 1980 – 158,883 employees
- 1990 – 271,979 employees
- 2000 – 500,000 employees
- 2017 – over 700,000 employees
- Mandate - is wide and varied.
- Exists to provide services
- Not profit oriented
**WAGE BILL**

- Big numbers
- High wage bill – unsustainable
- **Wage Bill:** 2012/13 - Ksh.465b
  
  2016/17 – Ksh. 676b

- Ratio of wage bill against GDP was 12% compared to the international recommended rate of 7%
- Ratio of wage bill against Revenue was 49% against the recommended 35%
- Wage bill at County Governments

- Reduction in the wage bill to international best practice requires improved performance in the Public Service.
CARPS PROGRAMME

- Conducted between 2013 -2015
- Phase I: National and county governments
- Phase II: Rest of Public Service
- To review the organization structures
- Streamline the functions
- Identification of duplication and overlapping functions
- Carry out HR Audits – to eliminate ghost workers
CARPS PROGRAMME CONTD

HR Audits to –
- for deployment and redeployment of staff
- For skills inventory

Development of Norms and Standards
National and County governments to implement the programme

No implementation
Status in terms of numbers remain the same
PRODUCTIVITY

- No measures of productivity as yet
- Professional development and career progression of public servants have been anchored on management of schemes of service. An employee receives training primarily to meet the conditions for promotion under the scheme of service
  - no consideration of skills and competencies
  - Behavioral traits
  - No productivity measures
  - Weak and non-existent performance appraisal systems
  - Low acceptance
  - Weak support from the management
PENSION BENEFITS

- Retirement benefits for Teachers, Civil Servants and Disciplined Services are currently operated under an unfunded non-contributory defined plan as provided in the Pensions Act Cap. 189.
- The pension is inadequate.
- The inadequacy of this scheme has been highlighted and documented in many Government reports.
- Treasury yet to confirm the implementation of a contributory pension scheme.
- This compromises on issues of attraction and retention.
Public Service Commission: Article 233

Mandate:

(a) (i) to establish and abolish offices

(ii) To appoint officers to act in those offices

---

(d) to investigate, monitor and evaluate the organization, administration and HR practices of the Public Service

- Fair treatment of the public servants
- Efficiency and effectiveness
- Terms and conditions of service - productivity
Constitutional Provisions contd

Salaries and Remuneration Commission: Article 230

Mandate

I. To set and regularly review the remuneration and benefits for all State Officers; and

II. To advise the national and county governments on the remuneration of all other public officers.

Prior to SRC:

- Ad hoc Committees and Commissions
- Presidential directives
- CBAs
- “Who was who”
The un-coordinated reviews led to:

- High wage bill
- Disharmony, disparities, loss of manpower, ...
- Low wages. Before 1997, the salary for JG A was a one point salary structure (Ksh3,300) while JGD grew by 10/= viz Ksh.3,320 x 10 – 3,330pm
- Poor service delivery
- Poverty, corruption, desertions, ...

One of the objectives of SRC is to:

* To retain and attract highly competent technical and professional staff
* To liaise with the NT and determine the remuneration for all public servants
Progress Made to Humanize the Public Service

- Easing of the provisions of the Career Guidelines
- Job Evaluation and impact on Grading and Salaries,
- Allowances and Benefits
- Performance Systems – Payment of Bonus
- Trade Unions
- Welfare issues
- Career Progression
SUCCESION MANAGEMENT

- To address issues of succession management:
  - Relaxation of provisions of career guidelines
  - Employees promoted 2 - 3 grades higher
  - Public Service able to attract professionals from the private sector
  - Motivation, attraction and retention
JOB EVALUATION

- SRC conducted a JE in the Public Service.
- It categorised the Public Service into 7 clusters:
  i. Civil Service;
  ii. County Governments;
  iii. Service and Regulatory State Corporations;
  iv. Commercial State Corporations;
  v. Research Institutions, Public Universities and Tertiary Education Institutions;
  vi. Constitutional Commissions, Independent Offices and the Teaching Service; and
  vii. Disciplined Services
**JOB EVALUATION**

- To get the relative worth of a job
- Equal pay for work of equal value
- Development of a new Grading Structure
- Harmonization of Basic Salaries
- Review of salary implemented within a period of 4 years
- Salary review cycle: every 4 years. Predictability, sustainability, attraction and retention, ...
ALLOWANCES

- Review of Allowances ongoing. But harmony in several allowances: House, DSA, Commuter, Hardship, Acting ...
- Disparities: internal and external: Leave Allowance, Entertainment, Extraneous, ...
- But work in progress
- Responses to the Counties – cc to all counties. Harmony and retention
ALLOWANCES CONT'D

Despite clear guidelines there are issues of non-compliance during implementation.
State Officers placed at max points. House allowance – retain higher rate
○ HR - Are we our own enemies? Consult x3
○ M&E.
INDUSTRIAL HARMONY

- Collective Bargaining Agreements: KNUT, KMPDU, KUCS,
- Framework for Collective Bargaining
- Employers to liaise with SRC before concluding the Agreements
- Life of the CBA – 4 years
- Employer giving back to the employee. Transparency, Retention, Attraction, ...
PERFORMANCE MANAGEMENT

Performance management systems
- Payment of Bonus to best performers

Introduction of Competency Framework
- Identification of skills and competences
- written or practical tests at entry and during promotion or career advancement.
CAREER PROGRESSION

- Ease of advancement within the career structure
- 3 year requirement – not any more
- Graduates to advance to next grade after serving for only one year
- Opportunities for training to address skills gap
- Internships and attachments
Benefits

- Comprehensive medical cover
- Mortgage and car loan facilities
- Provision of airtime
- Financial Assistance and other support for the bereaved
- Counseling and rehabilitation services for officers prone to drug and substance abuse
- Contracting out cleaning services
CONCLUSION

- Reforms are on-going in the public sector to make it deliver services more efficiently and effectively.
- Public Sector has become the employer of choice for employees at the top and bottom levels of the structure.
- Yes it is possible: it is a “give and take” process.
- HR Practitioners should drive the process.
Asante Sana