

REPUBLIC OF KENYA



COUNTY GOVERNMENT OF KERICHO

RECRUITMENT AND SELECTION POLICY

JUNE, 2022

FOREWORD

The County Government of Kericho is committed towards ensuring effective recruitment and selection of employees in order to realize its development agenda and satisfy legal requirements. The Constitution, 2010, County Government Act, 2012 and the Employment Act, 2007 provides fundamental principles/rules that need to be adhered to by County Governments in undertaking employment practices. The development of this policy is thus an effort by the County Public Service Board (CPSB) towards ensuring that recruitment and selection is conducted in ways that address the County's core functions while at the same time conforming to Constitutional requirements and labour laws governing employment in Kenya.

Sustainable and appropriate recruitment and selection of employees constitute the most critical goal in any government as it guarantees human capital requirements for the County, ensures efficient service delivery and parity treatment to all aspiring employees. The development of this policy is aimed at the County Government making solid advances towards attracting and retaining human resource required to meet its core functions in line with the County's Integrated Development Plan and specific departmental mandates.

The policy outlines specific procedures and guidelines to be followed in recruitment and selection including leadership and integrity issues on the same as provided under Chapter six of the Constitution and County Government Act, 2012 and the role of the County Public Service Board. The policy underscores critical approaches in recruitment and selection that ought to be adhered to by all institutions and offices charged with the responsibility. It is based on the rationale that the decisions on staff recruitment, selection, deployment and promotions should be guided by an elaborate policy that provides equal opportunities to all employees regardless of their gender, background, religion and economic status in the society. Recruitment and

selection shall be pegged on approved staff establishment and core County functions.

Authorized Officers, including County Human Resource Advisory Committee or Departments through their respective Human Resource Advisory Committees where such function has been delegated by the CPSB are expected to strictly adhere to this policy and prepare reports on recruitment and selection to the Board. The CPSB shall monitor and evaluate recruitment and selection practices in the public service and take corrective measures where any malpractice is noted/reported, including cancelling any delegated function on the same.

The Policy requires all recruitment and selection including human resource development plans to be responsive to service needs. It emphasizes that the limited budgetary resources allocated to recruitment and selection be prudently managed to meet service requirements of the county.

The achievement of the goals, objectives and strategies outlined in this policy calls for concerted efforts by all public service institutions in the County. The development of the policy was through participatory and consultative approach with the stakeholders and as such its implementation binds all individuals and offices dealing with the management of human resource in the County Public Service. The review of the policy shall be undertaken to address emerging changes on recruitment and selection.

Prof. Joel Koech

Chairman, Kericho County Public Service Board

PREFACE

The Constitution of Kenya provides for counties establishing their own public service through their respective County Public Service Boards and managing their human resource. The County Government Act, 2012 provides for having a public service that is professional, responsive, accountable, impartial, efficient and effective. In the public sector, recruitment and selection continues to undergo fundamental changes in order to meet the continuing drive for efficiency and effectiveness. The public service needs to be equipped with the optimum number of staff with relevant skills mix, knowledge and attitudes to undertake the core functions of the County Government. The public service is therefore the cornerstone for implementing government policies, programmes and projects for economic growth. This calls for securing a functional and optimal public service through effective recruitment and selection.

The County Government found it necessary to put in place recruitment and selection policy in order to streamline the management of employment in the county to be in line with the Constitution, County Government Act and other legislation governing Labour laws in the country. This is intended to influence a positive shift in recruitment and selection practices to address the needs of the county, non-discrimination in employment and effective service delivery in order to uphold the Values and Principles of the Public Service. The policy aims:

- To create meaningful jobs for recruitment that has links to the County's mandate/functions;
- To maintain the right mix of employees with the knowledge, skills and abilities to accomplish the work of County Government and;
- To provide clear guidelines on recruitment and selection to ensure non-discrimination in employment and conformity to Constitutional requirements and other employment laws in Kenya.

The policy provides clear guidelines for efficient, effective and purpose-driven recruitment and selection in the public service that guarantees equal opportunity for all without any form of discrimination. In addition, it provides for systematic mechanisms to be followed to ensure that recruitment and selection exercise is above board.

The policy outlines fundamental provisions involved in the recruitment, selection and succession management. It will be instrumental in guiding all County public service departments/institutions, offices and individuals involved in the foregoing activities to ensure transparency and accountability for actions/decisions taken in employment activities. Authorized Officers or officers involved in recruitment and selection who contravene the provisions outlined in this policy shall be personally held liable for any omission or commission.

The policy provides an institutional framework for its implementation, monitoring and evaluation. It also allows opportunity for review in order to address emerging issues on recruitment and selection.

All Authorized Officers and institutions where the function on recruitment and selection has been delegated to by the Board and members of the CPSB should ensure that the guidelines contained in this policy are adhered to. This will help to enhance the realization of Constitutional provisions and any other legal requirements pertaining to recruitment and selection.

Charles .K. Chirchir
Secretary/CEO, Kericho County Public Service Board

DEFINITION OF TERMS

Authorized Officer

Means a county public officer to whom a County Public Service Board has delegated its functions and exercises supervision over a County Department.

Chief Officer

Means a County Chief Officer responsible for a County Department.

Constitution

Means the Constitution of Kenya, 2010.

County Public Servant or Officer

Means employee of the County Public Service.

County public service – Means the collectivity of all individuals performing functions within any department of the county government or its agency but does not include the governor, deputy governor, members of the county executive committee and members of the county assembly.

Disability

Means a physical, sensory, mental or other impairment including any visual, hearing, learning or physical incapability, which impacts adversely on social, economic, or environmental participation of a person.

Evaluation

A process of gathering data and information on the value and effectiveness of an activity.

Human Capital

Human capital is defined as the collective stock of skills, attributes, knowledge and expertise of employees that contribute to the organization's productivity.

Human Resource Management

HRM is a specialty within the broader field of management that focuses on managing employees. It involves the process of acquisition, development, motivation and maintenance of labour at optimum levels most efficiently and effectively.

Monitoring

A systematic and continuous collection, analysis and use of data to determine the direction, success, limitations and possible interventions required in carrying out an activity.

Performance Management

A strategic and integrated approach to delivering sustained success to organizations.

Public Service

Means the collective of all individuals, other than State Officers, performing a function within a State Organ.

Recruitment and selection

Recruitment and selection involve finding and employing individuals to carry out tasks that need to be done within an organization. It also involves choosing suitable applicants for job vacancies following established criteria through set guidelines by the CPSB.

Succession Management

Succession management is the process that ensures the continuity of an organization through timely placement of employees to take up roles of their predecessors. It is also a strategic and deliberate effort to build the capacity of an employee to acquire skills, knowledge and competences for a higher position.

Succession planning

The process of identifying and preparing suitable employees through **mentoring, training and job rotation**, to replace key players -such as senior officers within the county department as their terms expire. It also refers to systemizing leadership continuity for all key positions by developing activities that build personnel talent in the County.

ABBREVIATIONS AND ACRONYMS

CEO	Chief Executive Officer
CG	County Government
CHRMAC	County Human Resource Management Advisory Committee
CO	Chief Officer
CS	County Secretary
CIDP	County Integrated Development Plan
CPSB	County Public Service Board
CPS	County Public Service
DHRMAC	Departmental Human Resource Management Advisory Committee
GHRIS	Government Human Resource Information System
HRM	Human Resource Management
HRP	Human Resource Plan
IPPD	Integrated Payroll and Personnel Database
JEE	Job Evaluation Exercise
M&E	Monitoring & Evaluation
PC	Performance Contracting
PM	Performance Management

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CHAPTER ONE

1.0 Background

The Constitution of Kenya Article 176 provides for the establishment of County Governments. Each County Government shall have its own Public Service according to Article 235 of the Constitution and a County Public Service Board (CPSB) as provided for in Section 56 of the County Government Act, 2012.

The CPSB is mandated to manage human resource in the County Public Service. Towards this, the Board performs the following functions as outlined in the County Government Act, 2012 on behalf of the County Government:

- a) Establish and abolish offices in the county public service;
- b) Appoint persons to hold or act in offices of the county public service including in the Boards of cities and urban areas within the county and to confirm appointments;
- c) Exercise disciplinary control over and remove persons holding or acting in those offices;
- d) Prepare regular reports for submission to the County Assembly on the execution of the functions of the Board;
- e) Promote in the county public service the values and principles referred to in Articles 10 and 232 of the Constitution;
- f) Evaluate and report to the county assembly on the extent to which the values and principles referred to in Articles 10 and 232 are complied with in the county public service;
- g) Facilitate the development of coherent, integrated human resource planning and budgeting for personnel emoluments in counties;
- h) Advise the County Government on human resource management and development;

- i) Advise county government on implementation and monitoring of the national performance management system in counties;
- j) Make recommendations to the Salaries and Remuneration Commission, on behalf of the county government, on the remuneration, pensions and gratuities for county public service employees.

The CPSB may delegate some of these functions to Authorized Officers, County Human Resource Advisory Committee (CHRAC) and other relevant institutions in respect to management of human resource. In exercising these functions the institutions and offices so identified shall act in accordance with the Constitution, Employment Act, 2007 and other relevant labour laws, County Government Act, 2012 and any other regulations and guidelines that may be issued to the public service from time to time. The Board shall undertake periodic reviews to ensure compliance to established rules.

This policy is intended to promote equal opportunity in employment in order to eliminate discrimination as envisaged under article 10 and 232 of the Constitution. In addition, it provides procedures to be adhered to regarding staff recruitment and selection.

The policy therefore provides clear guidelines for efficient management of recruitment and selection in the County Public Service. The implementation of this policy calls for effective and prudent management and utilization of available resources on recruitment and selection process that address the County needs.

1.1 Rationale for a Recruitment and Selection Policy

A Recruitment and Selection Policy is necessary to ensure compliance with the Constitution, County Government Act, 2012, Employment Act, 2007 and any other regulations governing employment in Kenya. This is intended to influence a paradigm shift in recruitment and selection practices to address the needs of the county, effective service delivery and results oriented approach in order to

uphold the Values and Principles of the Public Service. Such a shift will culminate in efficient utilization of human resource and promote equality of opportunity in employment. The County Public Service Board is committed to creating a lean, effective, efficient and highly motivated county public service for quality service delivery. This undertaking calls for development of critical institutional framework and policy guidelines to inform and regulate various human resource management practices in the county for smooth operations of the Board in the discharge of its mandate.

One of the objectives of establishment of County Public Service according to the County Government Act, 2012, is to provide for the organization, staffing and functioning of the county public service in ways that ensure efficient, quality and productive services to the people of the county. In addition, this is required to give a framework of uniform norms and standards to be applied in the county in respect of establishment and abolition of offices in the county public service; and appointment of persons to hold or act in those offices. To achieve this, it is imperative that the CPSB puts in place a policy to guarantee/ guide fair recruitment and selection of persons appointed to serve/act in offices established. This will ensure appropriate staffing, effective functioning of the public service and fair recruitment practices.

The ongoing reforms and rationalization measures in the public service and the withdrawal of guaranteed employment for pre-service trainees, university and tertiary institution graduates possess a great challenge on recruitment and selection in the county. This is further exacerbated by the general embargo on recruitment that calls for recruitment and selection in the County Government (CG) to be undertaken carefully within its budgetary allocations and functions.

Furthermore, County Government, is still nascent institution that needs to establish various policy guidelines to streamline her operations particularly regarding recruitment of staff given the high unemployment rate facing the country as a whole. The policy endeavors to ensure that recruitment and

selection of employees shall at all times be linked to the development needs of the county and the nation as a whole.

The implementation of the guidelines contained in this policy will be instrumental in ensuring that the public service has optimum number of staff with relevant skills mix, knowledge, competencies, experience, values and attitudes to perform the core functions of the CG. The policy will therefore enable the County Government achieve the goal of having a lean, efficient and effective County Public Service, manned by qualified Public Service employees. The policy initiatives provide a framework for ensuring that the goals and objectives of staff recruitment, selection and capacity building in the County Public Service are above board.

1.2 Objectives of the Policy

The main objective of this policy is to strengthen the process of recruitment and selection in the county public service to address the needs of the county government and promote equality of opportunity for employment in accordance with the Constitution, County Government Act, 2012 and employment laws in Kenya. In addition, the policy is meant, to facilitate the recruitment and selection of staff on the basis of meritocracy, knowledge, skills and experience and cater for affirmative action on gender, youth and disability as well as other special interest groups.

1.2.1 Specific objectives of the policy include:

- a) To ensure authorized and appropriate staffing levels according to county functions;
- b) To strengthen the process of identifying suitable staff to meet the needs of the county on the basis of skills, knowledge, experience and competency;
- c) To streamline the recruitment and selection process in order to enhance transparency, accountability, inclusivity and non-discrimination;

- d) To ensure that all public servants are accorded equal opportunities for promotion/advancement and deployment;
- e) To provide a basis for succession planning and management;
- f) To ensure that selection activities undertaken within the County Public Service advance county priorities and goals;
- g) To ensure prudent utilization of funds allocated for recruitment on priority areas;
- h) To enhance gender and other constitutional provisions on equity and affirmative action regarding minority groups and people with disability in recruitment and selection.

1.3 Vision, Mission and Core Values of the County Public Service

1.3.1 Vision

To be a highly effective and efficient body in the provision and development of competent and dedicated human resource in the county public service.

1.3.2 Mission

To promote excellence in service delivery through recruiting, nurturing and retention of competent and dedicated county human resource workforce.

1.3.3 Core values of the County Public Service

This policy will be guided by Values and Principles of the Public Service as enshrined in the Constitution Articles 10 and 232 and other relevant legislations. These include:

- (i) Professionalism
- (ii) Transparency
- (iii) Accountability
- (iv) Integrity
- (v) Respect for Diversity
- (vi) Impartiality
- (vii) Creativity and Innovation in service delivery

(viii) Safety and Security of staff

(ix) Responsive workforce

1.4 Scope of the policy/guidelines

The policy shall apply to recruitment and selection of employees in the County Public Service administered by the CPSB.

CHAPTER TWO

2.0 Recruitment and Selection

2.1 Introduction

This policy seeks to ensure that Leadership and Integrity together with Public Service Values and Principles as contained in Article 73 and 232 of the Constitution respectively and provisions of the County Government Act, 2012 on human resource management in the County Government public service are integrated in recruitment and selection.

The public service is the pillar of translating government policies into programmes and implementing various projects for overall economic growth. This calls for securing a functional public service through professional recruitment and selection criteria to guarantee effective service delivery.

The CPSB is committed towards ensuring effective management of recruitment and selection process to satisfy legal requirements. The development of these guidelines are aimed at making the county become more competitive to attract and retain human capital required for effective and efficient service delivery.

These guidelines are hinged on the rationale that decisions on staff recruitment and selection shall be guided by an elaborate, transparent and accountable procedure that provides equal opportunities to all officers or prospective employees regardless of their gender, background, religion and economic status in the society. This can only be best achieved within a framework of human resource policies that provide appropriate direction on staff recruitment and selection.

2.2 Policy Statement

The County Government is committed to ensuring that appropriate organizational structures and staffing levels are established in the County

Public Service. Recruitment and selection of personnel to fill the established positions will be undertaken on the basis of meritocracy, equity, qualifications, fair competition and representation of the diversity of the county. This shall guide the public service in acquiring the necessary human capital needed for efficient and effective performance.

In order to achieve this policy objective, the County Government/CPSB shall:

- a) Determine appropriate organization structures in each department;
- b) Determine optimal staffing levels;
- c) Ensure that there is equal opportunity to apply for advertised vacancies;
- d) Apply the principle of meritocracy in the selection process for entry and upward mobility of personnel;
- e) Ensure that the selection exercise is transparent, ethical and undertaken by a Committee/panel composed of persons with appropriate expertise and of high integrity;
- f) Afford equal opportunities to all persons regardless of their diverse background;
- g) Develop and regularly review career progression guidelines to facilitate upward staff mobility and succession management.
- h) Establish appropriate staffing norms to facilitate staff deployment and redeployment;
- i) Strengthen performance management systems to ensure effective staff utilization and performance;
- j) Apply affirmative action in regard to gender equality, marginalized groups and people with disability without adversely compromising the principles of meritocracy, competency and service delivery.

The CPSB shall not discriminate any employee or prospecting employee on the basis of, gender, ethnicity, disability, HIV status, language, religion, political or other opinion, or social origin in respect to recruitment, selection, placement and promotion or termination of employment. The Board shall ensure equal remuneration for work of equal value to all employees.

2.3 Recruitment, Selection and Appointment

Recruitment, selection and appointment shall be based on approved and authorized establishment that address core functions of the County and in accordance with the budget. The CPSB shall take due regard to the need to limit the element of personnel emoluments to a sustainable level that does not adversely affect smooth operations of the CG. Each department shall be required to prepare approved establishment according to its mandate and submit to the Board that will be used in determining recruitment and selection. All recruitment and selection in the public service shall be undertaken competitively and transparently in accordance with the prescribed appointment or promotion procedures stipulated in this policy. Recruitment and appointment shall only be undertaken subject to availability or existence of a vacancy in the public service.

Once the Chief Officer has established that there is need for recruitment of staff:

- i. Confirm availability of funds in the budget and provide documentation to support the same;
- ii. Forward the request to the County Public Service Board through County Human Resource Management Advisory Committee (CHRMAC).

2.3.1 Core Principles in Recruitment and Selection

The Board considers the recruitment and selection of employees to be a key management activity which should result in getting the right people for the right job. The process of recruitment and selection will be governed by a number of core principles.

2.3.1.1 Objectivity

Recruitment and selection processes must be objective and free from any type of bias towards any particular group, region, individual or social affiliation. Recruitment shall be anchored on Constitutional requirements and provisions contemplated under Articles, 27, 54,55,56, 232, 235 and Chapter Six.

2.3.1.2 Appointment on merit

All appointments must be made on merit. Merit would be assessed from qualifications, experience, performance and outstanding contribution and recognition in service delivery.

2.3.1.3 Inclusivity

The process of recruitment and selection must be designed to be inclusive. The advertisement of the job should reach all segments of the county and allow all suitable candidates to apply for the job.

2.3.1.5 Transparency

The recruitment and selection process, the standards involved and how decisions are made must be well documented and open to scrutiny if so desired. Selection panels must be able to justify decisions made during the recruitment process.

2.3.1.6 Leadership and integrity in recruitment and selection

The CPSB and any other Office with delegated function/power from the board on recruitment and selection shall be required to demonstrate a high level of leadership and integrity as stipulated in Chapter Six on leadership and Integrity of the Constitution. Officers engaged in recruitment and selection shall promote public confidence in the manner in which they conduct themselves and discharge their duties.

Recruitment and selection of officers in the County shall be based on integrity, competence and suitability. Officers charged with responsibility must portray high sense of honesty and impartiality in decision making. They should at all times ensure that decisions made are not based on nepotism, favoritism and corrupt practices on any issue and specifically matters pertaining to human resource management.

One of the objects of section 55 of the County Government Act, 2012 is to provide for standards to promote ethical conduct and professionalism in the county public service. In this regard, all officers in the County Government charged with the responsibility of recruitment and selection should observe high sense of accountability, transparency, discipline and commitment. They should declare their personal interest on any issue that may compromise the provisions required for good leadership and integrity in work performance.

2.4 Constitutional requirements on Recruitment and Selection Process

Article 232 on Values and Principles of Public Service has given general guidelines on the process of appointments in the Public Service. It provides for fair competition and merit as the basis of appointments and promotions. The Article, further states in part that ‘there shall be representation of Kenya’s diverse communities and equal opportunities for appointment at all levels of Public Service of men and women, members of all ethnic groups and persons with disability’. The Constitution in Article 54 (2) requires that ‘at least five percent of members of the public in elective and appointive bodies are persons with disability’. Article 55(c) and 56(c) provide that ‘measures shall be taken including affirmative action to ensure the youth, minorities and marginalized groups have special opportunities to access employment’.

It is therefore imperative that all recruitment is undertaken in accordance with the Constitutional provisions, County Government Act, 2012 and Labour laws in Kenya (Employment Act, 2007, Labour Relations Act, 2007 and Labour Institutions Act, 2007).

2.5 Affirmative Action

The CPSB is committed to the promotion of:

- a) Gender equality, affirmative action for women, physically challenged persons and persons from marginal regions of the country.
- b) Fair distribution in recruitment and selection of officers in the County Public Service to reflect the image of the County and that of all communities residing therein and beyond as may be necessary to uphold Constitutional requirements.

This commitment will be pursued without adversely affecting meritocracy and parity treatment whenever deemed necessary.

2.6 Promotion of fair competition and merit in the public service

Fair competition and meritocracy will be the guiding principle for all staff recruitment, selection and advancement in the County Public Service. The CPSB will ensure that staff recruitment takes into account the following considerations:

- (i) Creation and advertisement of positions shall be done according to County Government functions and service delivery requirements.
- (ii) Ensure that advertisement of all positions in the County public service shall be widely publicized in a manner that it reaches out to all parts and segments of the county.
- (iii) All vacancies are filled competitively and transparently in accordance with the prescribed appointment or promotion procedures during entry and promotion;
- (iv) Promotion and career advancement is based on acceptable and agreed performance appraisal results;
- (v) Selected candidates are persons of high integrity and moral standards;

- (vi) No person is appointed to hold a public office in any capacity whether acting or substantive unless the person satisfies all the prescribed qualifications for holding that public office;
- (vii) Expeditious appointment or deployment of a qualified and competent person to the public office without unnecessary delay; and
- (viii) That at least thirty percent of the vacant posts at entry level are filled by candidates who are not from the dominant ethnic community in the county.

2.7 Implications of Vision 2030 and County Integrated Development Plan on Recruitment and Selection

The Kenya Vision 2030 has identified a number of flagship projects in every sector to be implemented over the period in order to achieve the desired economic growth of transforming Kenya into a middle income earning and industrializing country with high quality of life to its citizens. Similarly, County Governments developed their specific County Integrated Development Plan (CIDP) to improve the quality of services in order to spur the much needed growth. To realize this, Counties are required to prioritize their recruitment to facilitate realization of Vision 2030 aspirations and their specific CIDP.

The County Public Service Board of Kericho shall therefore streamline and strengthen its recruitment process to address the targets of CIDP and Vision 2030 when vacancies are declared or arise.

2.8 Departmental responsibility in the recruitment and selection process

All departments in the CG should ensure that they develop and implement their strategic plans. The objectives to be achieved within the planned period require a supportive human resource base with necessary skills and knowledge. Departments should develop Human Resource Plans (HRP) in line

with their strategic plans. This shall form the basis of recruitment, selection and appointment for the departments.

In order to increase efficiency in hiring and retention and to ensure consistency and compliance in the recruitment and selection process, it is recommended the following elements on recruitment/selection/appointment process be adhered to at departmental level.

2.8.1 Human Resource Plans

All Departments in the CG are required to prepare HRP to support achievement of goals and objectives in their strategic plans. These plans should be based on comprehensive job analysis and should be reviewed every year to address emerging issues and needs. They should also detail what skills exist in the Department/County, what skills gaps are there, how these gaps can be filled according to implementation of their strategic plans.

2.8.2 Annual Recruitment Plans

On the basis of the HRP, departments are required to develop annual recruitment plans which will be forwarded to the County Public Service Board at the beginning of each financial year to facilitate planning for filling of the vacancies.

2.8.3 Funding of recruitment

Due to the financial implications on recruitment, each department shall seek prior concurrence of County Treasury for any proposal on new recruitment or promotion.

2.8.4 Staff Establishment

The CPSB shall manage approved staff establishment which will be the basis for recruitment and justification for establishment or abolition of office. The Board expects each Department to rationalize staffing levels in line with their current departmental mandates and seek the Board's approval.

2.9 Compliance with norms and standards on human resource management/ Career Guidelines

All recruitment in the county public service shall be based on norms and standards developed for the service and career guidelines. In cases where career guidelines do not exist, the Authorized Officer/Administrator of a particular cadre should take the initiative and liaise with the relevant office for professional support to develop them. Departments should endeavor to align their training/development plans in line with the career guidelines of employees so that the officers are not disadvantaged during promotion or acquire requisite skills needed for advancement.

2.10 Steps in the recruitment and selection process

The CPSB shall be guided by the following steps when carrying out the recruitment and selection process:

2.10.1 Declaration of vacant posts

Departments will be required to seek the approval of the County Public Service Board to fill the vacant post(s). Such requests should be accompanied with job indents prepared in line with existing Schemes of Service and Career guidelines. The request should be justified on the basis of an existing vacancy within the approved staff establishment.

2.10.2 Advertisement of vacant posts

Advertisement of positions to be filled in the public service **shall** be widely publicized. The CPSB shall invite applications through advertisement. The Constitution of Kenya 2010 under Article 35 (3) provides that ‘the State and by extension County shall publish and publicize any important information affecting the nation’ and by reference the county. The CPSB will advertise vacant posts in daily newspapers and other modes of communication so as to

reach as wide a population of potential applicants as much as is possible and especially persons who for any reason have been or may be disadvantaged. The Board shall allow for at least twenty one days (21) to lapse before closing the advert.

The advert shall have the following details: the title of the post, number of vacancies, vacancy reference number, proposed remuneration, department where the vacancy exist for recruitment, job description and person specification, address for submission of application and closing date/time. A copy of the advert shall be posted in the CPSBs website to ensure that the information reaches as many people as possible. Every Department should advertise its vacancies at most twice every financial year where necessary/appropriate to manage costs in accordance with all requirements on recruitment and selection.

2.10.3 Managing applications

Every department is required to liaise with the CPSB to upload the prescribed county application form on their websites as soon as possible so that information sought from applicants may be harmonized. The CPSB shall maintain a record of all applications received for every post advertised in a database that can be accessed for audit purposes. This includes ensuring proper verification of all the qualifications as per the job requirement are authenticated and that a candidate with any criminal conviction is not employed into the service.

2.10.4 Short listing

For every advertised position, the CPSB shall constitute a shortlisting panel made up of respective recruitment committee in the CPSB and the Chief Officer of the department recruiting. A profile for each applicant shall be prepared to include: the name, National ID number, age, gender, vacancy number, job group, date of substantive appointment (for serving officers), qualifications, and

experience and disability status. This profile shall be scrutinized by the panel and a short list prepared in line with criteria established beforehand.

2.10.5 Criteria for short listing

Each panel should set criteria for use during short listing. The criteria should always be derived from the job indent especially the person specifications aspect. The final short list should take into consideration merit, diverse communities, gender, ethnicity, county distribution and persons with disability.

For promotional positions, all qualified serving officers as per the advert should be short listed and given an opportunity to compete with peers for available vacancies.

2.10.6 Conducting interviews

The CPSB shall constitute an interview panel for each vacancy or a cluster of posts as may be appropriate. The panel should be composed of a chairperson from the CPSB or recruitment unit in cases where the Board has delegated. The panels shall comprise of people who are adequately knowledgeable on the recruitment process and the technical skills required for the job. The panel should develop scoring criteria and an agreed way of ranking interviewees’.

The Interview process shall take into account the following;

- (i) The interviewing panel will consist of a representative from the user department. The Panel will comprise of the Board member(s) and other members who must be at least one JG higher than the position to be filled.
- (ii) The Board may invite persons with expertise relevant to the position being filled from persons serving or who have served in the public service.

- (iii) The panel will be chaired by a member of the board. The Chairperson of the Panel shall take responsibility for the conduct and credibility of the exercise on behalf of the board as given in the act.
- (iv) Under delegated authority, the panel will be chaired by the Chief Officer or a senior officer from the department appointed to do so in writing by the Chief officer.
- (v) Applicants will be notified of the interview date, place, and venue at least one week before the interview date. The information will be relayed to the prospective candidate through either e - mail, letter of invitation, SMS and telephone call.
- (vi) Applicants will be required to present original identification document, certificates, letters of various appointments and testimonials and ensure the documents are given back to them.
- (vii) Use of false documents or impersonation will result in automatic disqualification and or possible legal action for the offence.
- (viii) There will be no refund of transport expenses for new applicants to the service to attend interviews. Those in the service shall be compensated by their respective employer as per existing service regulations.
- (ix) A candidate may be allowed to express any reservations regarding any member of the panel. The decision on whether to exclude the member or not will be considered by the panel.
- (x) The Board will decide the form the interviews will take whether oral, written, practical, psychometric, or a combination.
- (xi) Official language to be used during interview process is English, Kiswahili, Brail and sign language where applicable.
- (xii) If a short-listed candidate is unable to attend an interview for reasons beyond his/her control, the panel will give the candidate an opportunity to appear at an alternative date but not more than seven (7) days from the date of the interview.

- (xiii) Candidates will be required to fulfill the requirements of Chapter Six of the Constitution and any other statutory requirements the Board may deem appropriate.
- (xiv) Candidates will be expected to provide details of at least two (2) referees for the job application for verification of information supplied.
- (xv) Panel members will be required to declare conflict of interest as per the Constitution.

2.11 Appointment decisions

Once interviews are concluded for a vacancy, the CPSB shall prepare minutes to that effect as basis for the recruitment or if done at the departmental level a similar procedure shall be followed and forwarded to the board for final endorsement. The Secretary to the CPSB will communicate the decision to the Chief Officer of the department and forward copies to the County Secretary and Chief Officer in charge of Public Service Management regarding the appointment.

Where there is established, County/Departmental Human Resource Management Advisory Committee (C/DHRMAC), the committee conducts the interviews for cadres where the Board has delegated such responsibility. The Committee shall make recommendations for appointment to the CPSB for final decision. The Committee in making its recommendations shall prepare minutes for submission to the Board.

The decision of the committee will be guided by considerations of the Constitution, County Government Act, 2012, existing Labour laws, personal integrity, competence and suitability, gender, disability status, ethnicity and fair representation of the County including any other regulations that may be issued from time to time.

The Authorized Officer of the respective department shall approve the minutes and forward the list of proposed appointments to the County Public Service Board for consideration, approval and recording. The date of appointment will be the date the County/Departmental Human Resource Management Advisory Committee meeting approved the appointments and subject to the approval of the CPSB.

The final appointment authority rests with the CPSB on behalf of the County Government. The County Public Service Board shall maintain a record of all applications received in response to advertisements as guided by Kenya National Archives Regulations. Such record may be inspected for audit purposes or by any interested party regarding the exercise.

Candidates who will be found to have falsified or deliberately provided inaccurate information will be dismissed from the service.

2.11.1 Acting Appointment

Conditions for acting appointment:

An officer shall not be appointed to an acting capacity unless he/she:

- (i) Is considered against an existing vacancy;
- (ii) Is within one grade lower than the grade against which the acting appointment is to be considered;
- (iii) Satisfies all the prescribed qualifications for holding the office;
- (iv) Has abilities, aptitude, skills, knowledge, experience and personal qualities relevant to carrying out the duties of the office;
- (v) Has potential for development;
- (vi) The appointment does not disadvantage any officer(s) already serving in the cadre;

- (vii) Is the senior most, if not, the names of officers who will be superseded, shall be given, with a note in each case stating the reasons for supersession.

2.11.2 Procedure for acting appointment

- (i) An officer may, be appointed in an acting capacity, for a period of at least thirty days but not exceeding a period of six months.
- (ii) All recommendations for acting appointments will be accompanied by a draft indent for advertisement of the vacancy and a seniority list.
- (iii) Acting appointments will not be approved to take effect from a date earlier than the date of the decision of the CPSB.
- (iv) When an officer is eligible for appointment to a higher post and is called upon to act in that post pending advertisement of the post, he/she is eligible for payment of acting allowance at the rate of fifteen percent (15%) of his substantive basic salary.
- (v) In the event that there is supersession, a clear explanation would accompany the recommendation.
- (vi) When a post falls temporarily vacant due to the absence of the substantive holder, an acting appointment should not be made unless the period of such absence exceeds thirty (30) days.
- (vii) Acting allowance will be paid when an officer acts in a higher post for a minimum period of thirty (30) days or when the acting appointment follows another within an interval of not more than fifteen (15) days and the actual duration of both acting appointments is thirty (30) days or more. Acting allowance will not be paid when an officer who has been appointed to act in a higher post is absent from duty for whatever reason for a period of more than thirty (30) days.

- (viii) An officer who is appointed to act in a higher post will be eligible for the duration of his acting appointment for the travelling privileges, accommodation allowance, subsistence allowance or an extraneous allowance and entertainment allowance applicable. However, the officer will not qualify for house allowance or other remunerative allowances applicable to the higher post.
- (ix) Acting Allowance will not be paid against any post falling with common establishment.
- (x) In all cases, an officer shall be appointed to act in writing by the Board to qualify for any benefits arising from acting in a higher office.

2.12 Staff Deployment/Redeployment

In this policy, deployment refers to a written decision requiring an officer to move between directorates or divisions while he holds the same grade in the public service usually without change in the point of remuneration. Deployment does not denote appointment, promotion or re-designation.

The authority to deploy an officer within the service shall be vested with the Board in consultation with the respective chief officers. A deployment may not be made across cadres except for professional and technical cadres.

In all cases of deployment, the overriding factors shall be efficiency and effectiveness in service delivery; and qualifications and experience attained by an officer.

The CPSB shall consider the following in carrying out deployment:

- a) Mandate and objectives of the department;
- b) Optimal staffing level of the department;
- c) Skills and qualifications possessed by the officer;
- d) The need to rotate staff;
- e) The need to develop staff in terms of added responsibilities and duties;
and
- f) The affected officer(s) is/are willing to be deployed.

Appropriate staffing norms will be developed to guide staff deployment/redeployment in the Service. At each workstation, specific work schedules will be developed to guide staff deployment and work assignment. This will enhance productivity and efficient delivery of services.

In order to effect appropriate staff deployment/redeployment in the Service, CPSB will:

- (i) Undertake job analysis in respective functional areas; and
- (ii) Ensure staff deployment/redeployment is undertaken through Human Resource Management Committees.

2.13 Re-designation

In this policy, re-designation means to confer upon a person already employed in the County Public Service (CPS), a job title at a grade equal to or substantially equal to the one held before the re-designation. An officer who has been re-designated shall cross from one cadre to the other to facilitate his horizontal mobility characterized by change in career path. The following procedure shall apply to re-designation:

- a) Re-designation shall only be authorized/approved by the CPSB;
- b) An officer who wishes to re-designate shall apply, in writing, to the CPSB through the Chief Officer or as the case may be;
- c) Any officer who requests for re-designation into a new cadre must be fully qualified for such appointment in accordance with the provisions of the relevant scheme of service/ career guidelines for the cadre.
- d) All cases of re-designation will be handled in accordance with the provisions of various schemes of service but should not go beyond Job Groups “L”, OR two points above entry level.
- e) In considering an officer for re-designation, the following factors shall be taken into account:
 - i. Existence of a vacancy
 - ii. The requisite academic and professional qualifications;

- iii. Re-designation does not disadvantage any officer already serving in the cadre; and
- f) Ability and performance in the current grade and proposed re-designation
- g) A re-designation shall take effect from the date the CPSB makes the relevant decision.
- h) A public officer shall not be re-designated to hold or act in a public office if- the public officer does not meet all the qualifications. The officer subject to re-designation has not consented to the re-designation.
- i) If a public officer is re-designated, the officer shall not in any way suffer reduction in remuneration.

2.14 Promotion

In this policy, “Promotion” means the conferment upon an officer in the public service an office to which is attached a higher salary or salary scale than that attached to the office to which he/she last held substantively.

In considering an officer for promotion, the following factors shall be taken into account:

- (i) Existence of vacancy
- (ii) Seniority – if he is not, the names of officers who will, if the recommendation is approved, be superseded, should be given, with a note in each case stating the reasons why such supersession is recommended.
- (iii) The requisite academic and professional qualifications
- (iv) Experience
- (v) Promotion does not disadvantage any officer already serving in the cadre;
- (vi) Ability and performance in the current grade.

Promotion shall take effect from the date the CPSB makes the relevant decision. Where an officer has been promoted, the head of department shall within sixty (60) days from the date of the promotion release the officer to take

up the promotion and if the officer is not so released, the officer shall stand released upon lapsing of the sixty days. If the officer has been notified of the promotion and refuses to report to the new station/office the board shall cancel the promotion after sixty days of the officer's notification for the promotion.

If an officer has been appointed by the CPSB to act in a post and is subsequently promoted to it without any interval between the appointment in an acting capacity and the date of his/her substantive promotion, the effective date of promotion will be the date on which he/she commenced to act.

If an officer has been appointed to act in a post, and subsequently ceases to act in it solely as a result of his proceeding on leave or on training and is subsequently promoted to it whilst still on leave or on training, the effective date of promotion will be the date on which he commenced to act, if the period of absence is less than thirty (30) days.

2.15 Offer of Appointment

Offer of appointment shall be in writing by the CPSB or Authorized Officer where such function has been delegated by the Board before assumption of office which must be signed and submitted back to the appointing authority. This applies to both contractual and permanent and pensionable employees. The CPSB is the final appointing authority.

The letter shall state particulars of employee, his/her contacts, date of commencement of appointment, station, remuneration as well as other terms and conditions of employment.

An offer of appointment may be withdrawn if the candidate does not accept it in writing within thirty (30) days of the receipt of the offer.

2.16 Appeals on recruitment, selection and appointment

A public officer or any prospecting employee may appeal against the decision of the CPSB to the National Public Service Commission on any matter pertaining

to unfair treatment or harsh decision taken by the CPSB for redress regarding employment, promotion or any aspect on recruitment and selection.

An appeal shall be in writing and made within ninety days after the date of the decision by the CPSB. However, the Commission may entertain an appeal later if, in the opinion of the Commission, the circumstances warrant it.

Any County Public Officer dissatisfied with recruitment/promotion at Departmental level may appeal to the CPSB under delegated function.

Such an appeal should:

- i. Be in writing addressed to the Secretary/CEO, County Public Service Board;
- ii. Provide detailed and adequate reasons for dissatisfaction with the process;
- iii. Be made within 30 days from the date the decision to appoint by the Authorized Officer/County/Departmental Human Resource Advisory Committee.

The County Public Service Board just as the Public Service Commission of Kenya may conduct its own investigations before deciding on the appeal. The decision will be communicated through the respective Authorized Officer.

2.17 Management of common cadres

Common Cadre Schemes of Service, whose members are deployed in various departments, will have their vacancies advertised by the respective Administrators of their Schemes in consultation with the CPSB. Departments should therefore inform the respective administrators of the Scheme whenever positions in the common cadres fall vacant for filling. The same principle shall apply to posts that form a common establishment for common cadres.

2.18 Confirmation in appointment

Confirmation of officers to permanent and pensionable service shall strictly be based on the officer's proven performance and good conduct during probation.

Officers appointed in the service on probationary terms should be confirmed after six months in accordance with the Employment Act, 2007.

Where there is reservation regarding suitability for confirmation and admission to the permanent and pensionable establishment, the probationary period may be extended for a period not exceeding six months. The reasons for extension of probation shall be recorded in the officer's Appraisal Report.

No action should be taken to extend the probationary appointment of an officer unless he or she has been informed in writing of such intention and of his right to make representations within a specified period.

It is emphasized that confirmation of all public officers irrespective of their job group will be handled and finalized by the Board in accordance with the existing rules and regulations.

If the relevant authority fails to confirm an appointment of a public officer initially appointed on probationary terms, and the term has lapsed with or without an extension, the officer shall stand confirmed in the appointment on the due date.

The period served on probationary terms shall be taken into account when computing the period of service for the purpose of payment of pension benefits, gratuity or any other terminal benefit. A probationary period of service shall not be extended except on account of; affording the public officer further opportunity to pass an examination, the passing of which is a condition for the confirmation, the officer's service otherwise being satisfactory; affording the public officer an opportunity for improvement in any respect, in which the officer's work or conduct have been adversely reported on.

2.19 Reports to the County Public Service Board

The CPSB may extend in writing delegated function to the Authorized Officers in the County departments. Where power to recruit has been delegated, recruiting departments will submit to the CPSB a full report two days after the end of the recruitment exercise. The report should give adequate details of the recruitment process followed as per the guidelines issued by the Board.

At the end of every quarter in a financial year, the recruiting department shall submit a report to the CPSB showing the extent to which it has complied with the national values in article 10 and values and principles of public service in Article 232 in all the recruitments undertaken under delegated authority.

A public officer undertaking this delegated function within a department in the county and acting contrary to the guidelines shall be held personally liable for any irregular action.

2.20 Determination of Optimal Staffing Levels

The County Government will undertake a comprehensive Job Evaluation Exercise (JEE) whose recommendations will assist in establishing an appropriate grading structure in the service. The CPSB will undertake specific measures to provide a sound basis for determining optimal staffing levels in the County Public Service. This will include but not limited to;

- a. Developing appropriate staffing norms;
 - b. Establishing appropriate mechanisms to facilitate regular review of staffing levels;
 - c. Computerizing personnel data in the service to improve the management of personnel information and payroll administration;
- and

2.21 Transfers

Transfer of public officers should be done in accordance with the County Governments Act, 2012 which stipulates that transfers across departments shall be done by the CS and within departments by the CO.

Transfer of officers in common cadres such as clerical officers, drivers, etc should be effected in consultation between the County Secretary and the chief officers in the respective departments.

The CPSB shall be notified of such transfers effected across and within departments within fourteen (14) days by the CS and the CO respectively.

2.22 Staff Secondment

Public service employees may be seconded to other public organizations for a non-renewable period not exceeding three (3) years except in circumstances where the receiving agency has sent a special request in writing to the Board for consideration. The following regulations shall apply to secondment:

- a) An officer who intends to remain on secondment after the expiry of the secondment period shall retire from the service with accrued retirement and other retirement benefits as provided in Pension Act (cap 189);
- b) Staff on secondment shall contribute the applicable rate (currently 31%) of their basic salary towards their pension;
- c) Only employees on Permanent and pensionable terms who have served for at least three consecutive years in the public service will be eligible for secondment. This will only be on areas of critical skills requirement;
- d) Upon completion of the secondment period, the officer will be expected to report back to their former work station for appropriate deployment;
- e) The authority to second an officer shall be vested on the CPSB and shall be carried out on the request of the County Secretary or the Chief officer;

- f) The public body where an officer is seconded shall bear all the cost, of remuneration, allowances and other benefits due to the officer during the secondment period;
- g) An officer on secondment shall not suffer loss or be disadvantaged with respect to pension, gratuity or other terminal benefits;
- h) Where an officer wishes to terminate the secondment, the officer shall be entitled to revert to the position held in the former work station ; and
- i) Officers on secondment are eligible for promotion in the public service

2.23 Succession Planning and Management

To promote effective succession planning and management, Departments and other public service organizations will:

- a. Put in place appropriate Schemes of Service and career progression guidelines for all cadres;
- b. Ensure that all vacancies are filled promptly to eliminate succession gaps;
- c. Put in place an appropriate performance appraisal system to identify suitable competencies;
- d. Prepare comprehensive succession management plans;
- e. Enforce strict adherence of the mandatory retirement age as applicable and avoid cases of granting extensions.
- f. Where request for extension is submitted for consideration, the same should be accompanied by a draft indent to fill the post with justification as to what is occasioning the extension requests in the Department.

2.24 Retirement

a) Retirement on Attainment of the Retirement Age

An officer who has attained the mandatory retirement age of sixty years shall be notified at least twelve months before his/her compulsory retirement date by the head of human resource in the county.

b) Retirement under 50 Year Rule

An officer on attaining the age of 50 years may opt to retire any time thereafter.

An officer whose pension is determined under the Pensions Act, CAP 189, and has completed ten (10) year's of continuous service, will be eligible for pension should he/she opt to retire under "50 year" rule. However, if he/she has less than ten years' service, the officer will be eligible only for a gratuity in accordance with the prevailing Pensions Regulations.

An officer will be required to give two (2) months' notice of his/her intention to retire under the "50 year" rule. Applications from officers to retire under the "50 year" rule will be approved by their respective Authorized Officers.

c) Retirement on grounds of ill health

Where it appears to an Authorized Officer that a public officer is incapable, by reason of infirmity of mind or body, of discharging the functions of his/her public office, he/she may be called upon to present himself or herself before a Medical Board appointed by the Director of Medical Services with a view to ascertain whether or not the officer is incapable as stated.

On receipt of the Medical Board Report recommending retirement on grounds of ill health, the officer shall be requested to make representations to the CO on the intended retirement within thirty days (30).

The medical report and any representations made by the officer shall be forwarded to the CPSB, together with the Authorized Officer's recommendations for decision on the matter.

d) Retirement on abolition and re-organization of Government

Where officers are to be retired on the ground of re-organization and abolition of office for better efficiency and economy, the matter shall be forwarded to the Board for appropriate consideration and decision.

e) Retirement of Persons with Disabilities

Based on circular dated 29th May 2012, Ref: MSPS/HRM/2/2/2/VOL.II (21) issued by Public Service Commission, the retirement age of Persons with Disabilities shall be 65 years.

2.25 Official Secrets Requirement

Upon engagement, an officer shall be required to sign a declaration of secrecy under the official secrets act on appointment and on leaving the public service.

2.26 Investigation and Monitoring of Delegated Functions

The CPSB under delegated functions on recruitment and selection, may where necessary, institute an enquiry to determine whether or not the delegated powers have been exercised in accordance with the law and the Boards instructions. Authorized Officers shall be held personally responsible for the exercise of the delegated functions.

Where the Board has delegated any of its functions, the Board shall retain the power to revoke or take corrective measures on its own motion or upon complaint or request on appeal, review and cancel any decision arrived at by the Authorized Officer. While discharging the delegated functions, it is impressed upon Authorized Officers to uphold the values and principles stipulated in Articles 10, 47 and 232 of the Constitution of Kenya and such instructions as the CPSB may issue from time to time.

CHAPTER THREE

3.0 Appointment on contract terms

3.1 Procedure for appointment on contract terms

- a) Appointment on contract terms will only be made in cases where vacancies exist in a non-pensionable establishment and shall not lead to permanent employment.
- b) Appointments and renewals of contracts shall only be made on approval of the CPSB upon recommendation of CHRMAC as may be applicable and based on need to meet critical shortfall of staff where necessary.
- c) Authorized Officers will report to the Board all cases of appointment on contract terms which require renewal at least one month before commencement of the contract period/expiry.
- d) An officer serving on contract, and whose services are still required, will be informed in writing at least two months before the expiry of the contract. On acceptance of the offer, the case will be referred to the Board for renewal.
- e) Contract appointments will be limited to a maximum period of three years, renewable subject to demonstrable performance and other terms of the contract.
- f) Payment of service on contract shall include consolidated/all associated benefits including medical, house allowance and gratuity where applicable.
- g) The contract of engagement should be explicit detailing terms and conditions, details of the contracted person, nature of task/work and duration

If it comes to the attention of the CPSB that proper procedure was not followed in the contractual process and was done in an irregular or fraudulent manner, the Board shall investigate the matter and, if satisfied that irregularity or fraud has occurred the CPSB may:

- i. Revoke the decision or direct the Chief Officer to revoke the decision;
- ii. Direct the CO commence the process afresh; or
- iii. Take any corrective action that it considers appropriate.

3.2 Further engagement on contract terms

Further engagement on a term of contract shall not be allowed by the CPSB unless-

- a) The workload justifies further engagement;
- b) The performance of the officer is satisfactory;
- c) The decision for further engagement shall in no way disadvantage officers employed on permanent terms; and
- d) The officer has expressed in writing the willingness to engage for a further term of service without being prejudicial to the CG to offer the officer permanent employment;

3.3 Short Term Employment in the Public Service

The Employment Act at section 8 and 9 provides for employment on contractual basis. Section 10 specifies particulars of an employment contract, while section 35 gives provisions on how a contract can be terminated. Further, Section 45 of the Act provides that no employer shall terminate the employment of an employee unfairly.

3.3.1 The conditions for short term contract employment in the Public Service

Short Term employment in the Public Service shall be on contract basis. The engagement should conform to general and specific principles in existing policies and legislation. A Short Term Employment Contract means an agreement, in writing, to employ or to serve as an employee for a period not exceeding six (6) months. The Board is responsible for short term contract employment.

3.3.2 Procedure for engagement

Short term employment contracts will only be awarded in instances where there is need to mitigate emergency situations and/or where specific expertise is required.

- (i) The County Public Service Board (CPSB) shall authorize the appointment of persons on short term employment contracts based on requests and justification from the Authorized Officers.
- (ii) The Authorized Officer shall provide the relevant job descriptions and job specifications in respect of the specific positions and, source of the funds.
- (iii) The Authorized Officer shall identify persons to be engaged from the database of registered professionals and verify the authenticity of their qualifications.
- (iv) The terms and conditions of employment shall be as determined from time to time as guided by the Salaries and Remuneration Commission (SRC).
- (v) Persons appointed on short term employment contract shall sign a Contract of Employment as appended (PSC38).

(vi) The short term employment contract shall have the following particulars:

- a) the name, age, permanent address and sex of the employee;
- b) the name of the employer;
- c) the job description of the employment;
- d) the date of commencement of the employment;
- e) the form and duration of the contract;
- f) the place of work;
- g) the hours of work;
- h) the remuneration
- i) the intervals at which remuneration is paid; and
- j) Termination Clause

CHAPTER FOUR

4.0 Legal and Institutional Framework

4.1 Legal Framework

The Policy is anchored on the provisions and principles contained in the following documents:

- (i) The Constitution (2010)
- (ii) County Governments Act(2012) (Revised 2020)
- (iii) Public Service Commission Act (2017)
- (iv) Labor Relations Act, (2007)
- (v) Employment Act, 2007(?)
- (vi) Other relevant legal and regulatory documents

4.2 Institutional Framework

The following institutions and offices will play a key role in implementation of the Policy:

4.2.1 County Public Service Board

The County public service board (CPSB) is be responsible for the overall HRM in the public service. The Board will be responsible for:

- a) Provide oversight on overall implementation of the Policy in line with its mandate to ensure compliance to Values and Principles of public service and National Values and Principles of Governance in recruitment and selection.
- b) Reviewing reports on implementation of the Policy in the County Public Service;

- c) Monitor if recruitment and selection initiatives conform to the policy and address Job requirements, career progression, AE, county human capital requirements and core functions of Departments

4.2.2 Office of the County Secretary

- a) Liaise with the County Public Service Board on the implementation of the policy
- b) Receive quarterly reports on implementation of the Policy from various Departments for decision on compliance and review purposes and submit to the Board.

4.2.3 County Treasury

The Department of Finance will ensure adequate budgeting for funds required for recruitment and selection in line with budgetary provisions and existing regulations on personnel emoluments in the public service. The Department will facilitate release of funds on a time. County Public Service Board shall facilitate the development of coherent, integrated human resource planning and budgeting for personnel emoluments according to County Government Act Section 59 (1) (g).

4.2.4 County Departments and agencies

The departments shall be responsible for the following:

- a) Implement provisions of the policy, standards, guidelines, rules and regulations;
- b) Prepare Departmental recruitment plan, staffing plan based on Authorized establishment and their mandates.
- c) Prepare appropriate budget for personnel emoluments and make request for recruitment to the County treasury.
- d) Prepare JDs for various cadres and submit to the Board for approval

- e) Declare vacancies
- f) Preparation of succession management plans
- g) Prepare Departmental structure and establishment for approval by the Board
- h) Submit timely request for recruitment to the Board
- i) Implement Board's decisions on recruitment and appointment

4.2.5 Human Resource Management Advisory Committees

Human Resource Management Advisory Committees (HRMAC) shall comply with various provisions of the policy pertaining to recruitment and selection under delegated authority to Authorized Officers on making recommendations related to promotion, deployment, re-designation, transfer, contractual engagement, secondment, retirement, appointments.

CHAPTER FIVE

5.0 Monitoring and Evaluation

5.1 Monitoring and Evaluation Process

Monitoring and Evaluation (M&E) of the extent to which recruitment and selection activities are implemented will be critical to the County Government in implementing this policy. The policy will be closely monitored and evaluated to ensure compliance to various provisions on recruitment and selection. It will also help to provide for institutional systems and mechanism for better human resource management. In order to effectively monitor the implementation of various recruitment and selection activities outlined in this policy participatory M&E approaches will be applied.

The M&E process will involve CPSB, offices where delegated functions on recruitment and selection have been given, to collect, process/analyze data related to recruitment process and compile report that will assist in decision-making.

A framework for M&E will be established by the CPSB within the County Government to reflect a structure that facilitates effective M&E process on recruitment and selection.

5.2 Framework for Monitoring and Evaluation

The activities and regulations/ guidelines outlined in this policy will be monitored and performance evaluated periodically at all levels. This will involve:

- i. Definition of the main objectives and targets to be achieved in M&E so as to provide a common understanding among the various actors;
- ii. Selection of indicators for measuring the efficiency and effectiveness of compliance to the guidelines and policy; the quality and effectiveness of

results and impact with regard to fulfillment of Constitutional and other legal requirements on recruitment and selection;

- iii. Take cognizance of public satisfaction or complaint regarding recruitment and selection in the County;
- iv. Emphasis on self-monitoring at all levels and stages of recruitment and selection process.

All Departments and agencies involved in recruitment and selection will prepare comprehensive reports on activities undertaken quarterly where applicable and submit to the CPSB. This will inform the CPSB on the progress of implementing the policy guidelines contained herein to ensure effective monitoring and evaluation of the policy initiatives.

5.3 Review of the Policy

This policy will be reviewed every five years or as need may arise to address emerging issues and achieve best practices on recruitment and selection.

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