



Mr. Patrick G. Gichohi, CBS  
Clerk, National Assembly  
Parliamentary Service Commission  
Parliament Buildings  
P.O. Box 418742  
00100, Nairobi  
Kenya



11 October 2012

**Subject: Report for the recruitment of Clerk of the Senate**

Dear Mr. Gichohi,

We are pleased to submit this report for the recruitment of a Clerk of the Senate, for the Parliamentary Service Commission (herein referred to as 'PSC' or 'Commission or 'the client').

**Introduction and background**

The Parliamentary Service Commission contracted PricewaterhouseCoopers (PwC) to carry out the recruitment of 17 positions. As people work in a combination of different ways – alone, one-to-one and in groups, PwC was also required to administer a selection of integrated exercises to those candidates (for each of the positions) who after the preliminary interviews, were found suitable for further consideration by PSC, so as to examine their different competencies through different work simulation exercises.

Preliminary interviews were held on Thursday 26 July, Friday 27 July 2012, Monday 6 August and Thursday 9 August 2012. Psychometric assessments were administered to the top five candidates, we are pleased to submit our report for your consideration.

**Our approach**

In carrying out this assignment, in accordance with our letter of engagement dated 29 June 2012, we adopted a full sourcing approach which comprised three broad categories (for which to date, we have completed stage one and stage two). The first stage was to attract the best candidates. The second stage involved screening the applications in search of the best candidates. During this stage, we held first level interviews with shortlisted candidates and administered psychometric tests to those recommended for second level interviewing.

The third stage, involved selecting the best candidates and included establishing a client selection panel and facilitating panel interviews to select the successful candidate. Checking up references and communicating with the unsuccessful candidates will take place following your approval of this report.

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*PricewaterhouseCoopers Limited. The Rahimtulla Tower, Upper Hill Road  
P.O. Box 43963 – 00100 Nairobi, Kenya  
T: +254 (20) 285 5000, F: +254 (20) 285 5002 [www.pwc.com/ke](http://www.pwc.com/ke)*

Directors: V Agarwal# S Cheruiyot A Eriksson M Karama B Kimacia P Kinisu G Maughfling\* K Muchiru M Mugasa P Ngahu A Njeru R Njoroge S Okello  
B Okundi N Onyango K Saiti R Shah M Whitehead\* (\*British #American)



Specifically the key activities we have undertaken to date include:

**Stage 1: Attract**

- Confirmed the job descriptions and role profiles received from you;
- Discussed and agreed on an advertising plan, which included agreement on branding of the advertisements, size of advertisements, the specific media and frequency of advertisements;
- Designed the draft advertisement for discussion with you and prepared the final advert, which we passed on for your final approval.

Advertisements were placed by the PSC in various media. We received and commenced the logging of all applications from the date of placement, that is, Friday 6 July 2012, until the closing date of Friday 20 July 2012.

**Stage 2: Screen**

The second stage involved building a clear and agreed picture of the ideal candidates required, screening and identifying candidates who most closely matched the specified criteria and making recommendations on the best candidates for psychometric testing and final interview by you. PwC conducted both desk analysis and initial screening interviews to filter out candidates who did not meet the requirements.

During Stage 2 we:

- Prepared and agreed with you the screening criteria to be applied to all applications;
- Prepared a comprehensive summary of applications received;
- Screened the applications against the agreed criterias and considered the depth of choice available;
- Confirmed the availability and interest of potential candidates and invited them for the first level interviews; and
- Conducted initial screening interviews.

As agreed, during the screening interviews, PwC was supported by non Kenyan subject matter experts. It is important to note however that the view presented in this report are those of PwC.

In our evaluation report, we provided PSC with a shortlist of four potential candidates for Clerk of the Senate for its consideration and selection. The report included PwC's interview notes, overall assessment and recommendations for each of the recommended candidates. We also provided a brief summary on candidates who were not shortlisted.



## Our evaluation

In the table that follows, we provide an outline of the number of applications received following the advertisement, screened and candidates shortlisted for the position of Clerk of the Senate.

**Table 1: Applications received, screened and shortlisted for Clerk of the Senate**

| Details on candidates   | Number of candidates |
|---|----------------------|
| Applications received for Clerk of the Senate                                     | 45                   |
| Short-listed for first interview Clerk of the Senate                              | 8                    |
| Candidates invited for first interview and attended for Clerk of the Senate       | 8                    |
| Recommended for further interview by the PSC and assessed for Clerk of the Senate | 4                    |

*37 candidates were not shortlisted for first interview for Clerk of Senate*

45 candidates applied for the position of Clerk of the Senate. In **Appendix III**, we provide the full list of names of candidates who applied.

The 45 candidates for the Clerk of the Senate were assessed for their suitability for the role based on the job description provided to us by PSC. The job description can be found in **Appendix IV**.

Based on the assessment above, eight candidates were shortlisted for first level interviews for Clerk of the Senate. These are:

1. Jeremiah Nyegenye;
2. Consolata Munga;
3. George Ayacko;
4. James Njoroge;
5. Joyce Ongachi;
6. Jeremiah Espira;
7. Charles Muema; and
8. Evans Gaturu

During the first level interviews, the eight candidates for the position of Clerk of the Senate were assessed based on:

- Experience/track record;
- Technical competencies; and
- Leadership and management skills.



Of the eight candidates interviewed by PwC, four were recommended for psychometric testing for the position of Clerk of Senate.

The table that follows presents a summary of our evaluation of these candidates\*.

**Table 2: Summary of recommendations for candidates for Clerk of the Senate shortlisted for first level interviews with PwC**

| No* | Candidates        | Comments                                  |
|-----|-------------------|---|
| 1.  | Jeremiah Nyegenye | Recommended for second level interviewing |
| 2.  | Consolata Munga   | Recommended for second level interviewing |
| 3.  | George Ayacko     | Recommended for second level interviewing |
| 4.  | Evans Gaturu      | Recommended for second level interviewing |

*\*Not arranged in any order*

Details of the four candidates interviewed for the Clerk of the Senate and subjected to psychometric testing and recommended for further interview by the PSC are included in **Appendix I** of this report comprising:

- Personal profile;
- Summary of interview results have been taken into account in our overall assessment; and
- Application letters and curriculum vitae.

**Table 3: Summary of candidates not recommended following first level interviews with PwC**

| No | Candidates      | Comments                                      |
|----|-----------------|---|
| 1. | James Njoroge   | Not recommended for second level interviewing |
| 2. | Joyce Ongachi   | Not recommended for second level interviewing |
| 3. | Jeremiah Espira | Not recommended for second level interviewing |
| 4. | Charles Muema   | Not recommended for second level interviewing |

In **Appendix II**, we provide a brief summary of the candidates who were interviewed in the preliminary interviews for Clerk of the Senate but not recommended for further interview with PSC.

Facilitated by PwC, PSC conducted second final level interviews between 1 October and 10 October 2012. The PSC interview panel which evaluated all candidates for the position of Clerk of the Senate were:

1. Hon. Kenneth Marende, E.G.H, M.P – Chairman, PSC;
2. Hon Adan Keynan, M.P – Vice Chairman, PSC;



3. Hon. Zakayo Cheruiyot, M.P;
4. Hon. Chris Okemo, EGH, M.P;
5. Hon. Peter Mwathi, M.P;
6. Hon. Olago Aluoch, M.P;
7. Hon. Wilson Litole, M.G.H, M.P;
8. Hon. Walter Nyambate, M.P; and
9. Mr. Patrick Gichohi, C.B.S, Clerk National Assembly/Secretary, PSC<sup>1</sup>

The PSC panelists assessed the candidates based on three competency areas. These are:

- Experience/track record;
- Technical competencies; and
- Leadership and management skills.

The PSC panelists scored the candidates based on a four point rating scale as defined below:

**Table 4: Scoring criteria**

| Score | Rating                    | Definition  |
|-------|---------------------------|---|
| 4     | Exceeds                   | Demonstrates required competencies at the highest level   |
| 3     | Meets                     | Meets required competencies   |
| 2     | Gaps (can be developed)   | Improvement required to meet the required competencies.<br>Inconsistently demonstrated required competencies.       |
| 1     | Does not meet expectation | Demonstrates competencies below acceptable standard or demonstrates behavior that is inconsistent with PSC's values |

At the end of each interview session, PwC:

- Analysed the ratings;
- Determined the overall summary of scores for each criteria, for each candidate. The maximum score attainable that any candidate could get per panelist was 12. It follows that the total score that any candidate could get would be dependant on the number of panelists who evaluated the position as follows:
  - Nine panelists: Maximum score would be 108;
  - Eight panelists: Maximum score would be 96; and
  - Seven panelists: Maximum score would be 84

<sup>1</sup> Did not score any candidates during the interviews

- Translated the scores into a percentage (i.e. total score for all panelists against each competency area divided by the maximum score attainable, based on number of panelists as explained above);
- Ranked the candidates based on the percentage.

Below we provide a rank order of the candidates interviewed by the PSC for the position of Clerk of the Senate.

**Table 5: Rank order of candidates as interviewed by PSC**

| No. | Candidate's name     | Points (%) |
|-----|----------------------|------------|
| 1.  | Jeremiah Nyegenye    | 89%        |
| 2.  | George Ochilo Ayacko | 75%        |
| 3.  | Consolata Munga      | 68%        |
| 4.  | Evans Gaturu         | 43%        |

### Way forward

Following your selection of the successful candidate for the position of Clerk of the Senate and approval by Parliament, PSC will need to:

- Take up references on the selected candidate. PwC's normal practice is to obtain written references or conduct confidential interviews by telephone with the selected candidate's referees and to make a summarised commentary of the opinions obtained. Should we be unsuccessful in obtaining references from the referees within one month of conducting the reference checks, we shall have no alternative but to advise you accordingly.
- PSC may decide to make a provisional offer orally or in writing to an eligible candidate after its consideration of this report. Since we have not made any attempt to take up references on the candidates, we recommend any such offer be provisional subject to satisfactory references being obtained by us on the selected candidate.
- Send letters of regret to the interviewed candidates after the successful candidate has accepted the offer from PSC.

If you have any query regarding this report, please do not hesitate to contact me or Alphan Njeru on telephone 2855000.

Yours sincerely



Kuria Muchiru

**Director**