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REPUBLIC OF KENYA

REPORT
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WORKING OF THE
PUBLIC SERVICE COMMISSION
OF KENYA
for the year
1987

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PUBLIC SERVICE COMMISSION OF KENYA

1987 ANNUAL REPORT

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FOREWORD BY THE CHAIRMAN

I am pleased to introduce a second report since I took over as Chairman of Public Service Commission. 1987 saw Public Service Commission start taking initiatives in a number of vital pressure points within the public service with the aim of improving the efficiency of the public service.

The local authorities continued to learn to live with the new changes which had earlier been instituted by Government, bringing local authority employees under the purview of Public Service Commission. There were signs that the few teething problems would disappear.

The public service had grown over the last 26 years from a meagre 30,000 to a workforce of 300,000. The management of this public workforce requires a well trained and motivated team of managers. Training courses and seminars of top managers should now be intensified. The syllabus of such courses/seminars should include work ethics as this is one area requiring urgent attention.

With the success in our education system, the country has a reservoir of educated personnel who should now be seen as a national resource which must be planned for on how it should be effectively utilized. Traditionally the "extra" manpower has tended, judging from public pronouncement, to be seen as a nuisance. This negative notion should be changed. It is now believed that with careful planning, the country can use its human resources very effectively, including earning foreign exchange and technical know-how by labour export. The challenge is to all those in public service as they are the ones who are paid in order to generate the right ideas in the service of others and the country.

The Public Service Commission continued to discharge its work smoothly and in accordance with the Constitution. The Secretariat, headed by the Secretary, Mr. W. K. K. Kimalat, continued to serve the Commission efficiently and was a good example to the rest of the public service. The Commission maintained close working links with the Office of the President and the Ministry of Local Government and Physical Planning, especially with the office of the Head of Public Service, the Directorate of Personnel Management and the Permanent Secretary of Ministry of Local Government and Physical Planning. On behalf of the Commission, I thank them, together with other Authorized Officers for their efforts to improve the welfare of public servants in the service of this country.

During the year, we bid farewell to four Commissioners and the Deputy Chairman, who left at the end of their contracts. These were Mr. David Mwandia, Deputy Chairman, Mr. Francis J. Muoka, Mr. John K. Icharia, Mr. Johnstone O. Kimoro and Mr. Y. M. Mahat. We welcomed four new Commissioners who stepped into their shoes, Mr. M. T. ole Marima, Mr. J. N. Kio, Miss M. N. Gichuru and Mr. A. M. Miriti.

Lastly, I would like to thank His Excellency the President, Honourable Daniel arap Moi, as the Chief Executive of our Nation for his tireless efforts and crusade for creation of an efficient Civil Service.

J. S. MATHENGE,
Chairman.

FROM THE SECRETARY'S DESK

Having moved into the spacious offices in the Commission House, the previous year, 1987, was set to be a year of smooth action. Besides the availability of adequate office space, the Commission saw the retirement of the Deputy Chairman and four Commissioners and appointment of a new Deputy Commissioner and four other Commissioners to replace them. Over 12 officers in the Commission were promoted. This was a boost to our staff morale. Some officers were posted out and some posted to the Commission during the year. Many new appointments were made in the grades.

The monitoring of the activities of local authorities was intensified and so was the "auditing" of personnel matters in ministries and departments. The year also witnessed holding of special meetings of the Commission in which issues related to the management of economy and public service, parastatals, were discussed. Both the Commissioners and Secretariat staff worked very diligently to ensure prompt service to all public servants and for this I extend my sincere appreciation to all concerned for a job well done in 1987. I would like to urge all concerned to keep up the good work that they are doing and to work even harder to achieve the highest standard of performance possible as we all endeavour to build a strong and united Kenya, where the interests of all are catered for and fulfilled. This can be achieved through sustained efficiency of the public service.

To all Government ministries and departments and other organizations that we interacted with in 1987, I also extend my sincere appreciation for the support and co-operation accorded to the Commission without which the attainment of the set objectives would not have been possible. In particular, I wish to thank the Permanent Secretary/Secretary to the Cabinet and Head of Public Service for his invaluable support and guidance in the course of our operations. I wish to commend the Directorate of Personnel Management for preparing and issuing schemes of service for various cadres and to urge them to aim at having schemes of service for all cadres in the entire Civil Service.

To the Ministry of Local Government and Physical Planning, I say, keep up the spirit of assisting local authorities in ensuring that personnel matters are handled according to laid down procedures.

In conclusion, I wish to pay special tribute to His Excellency the President for the untiring support and guidance. We all owe him total loyalty and commitment in the spirit of peace, love and unity.

W. K. K. KIMALAT
Secretary.

COMPOSITION OF THE COMMISSION

The composition of the Commission during the year under review was as under:

Chairman:

Mr. J. S. Mathenge.

Deputy Chairman:

1. Mr. D. Mwandia—up to 30th June, 1987.
2. Mr. E. Mwakio—from 5th August, 1987.

Commissioners:

1. Mrs. F. M. Otete.
2. Mr. J. K. Icharia—up to June, 1987.
3. Mr. P. A. N. Itebete.
4. Mr. D. M. Mureithi.
5. Mr. Y. M. Mahat—up to 5th November, 1987.
6. Mr. Francis Muoka—up to 5th November, 1987.
7. Mr. J. O. Kimoro—up to 5th November, 1987.
8. Miss M. J. Tonje
9. Mr. M. T. Ole Marima—from 1st September, 1987.
10. Mr. J. N. Kiio—from 6th November, 1987.
11. Miss M. N. Gichuru—from 6th November, 1987.
12. Mr. A. M. Miriti—from 6th November, 1987.

STAFF OF THE COMMISSION

1. Members of Staff

The following were the staff of the Commission as at 31st December, 1987.

Secretary:

Mr. W. K. Kimalat.

Deputy Secretaries:

1. Dr. J. A. Wa-Tindi.
2. J. M. Kitavi.

Under Secretaries:

1. Mr. P. G. J. Waithaka.
2. Mr. E. C. A. Aliongo.
3. Mr. P. J. Kinyua.
4. Mr. S. M. Kuguru.
5. Mr. J. W. O. Seda.
6. W. O. Deya.

Principal Personnel Officer:

Mr. M. M. Mbogo.

Chief Personnel Officers:

1. Mrs E. N. Gachango.
2. Mrs. A. N. Mukata.

Senior Assistant Secretaries:

1. Mrs. S. R. Olwana.
2. Miss R. N. Legis.

Senior Personnel Officers:

1. Mr. B. P. N. Munyi.
2. Mr. J. C. Okoth.
3. Mrs. R. M. Ondieki.
4. Mr. D. N. Muhia.
5. Mr. P. W. Gachare.
6. Mr. J. Kilach.

Senior Executive Officer:

Mrs. J. N. Muhuni.

Assistant Secretary I:

Mr. N. J. Ondijo.

Assistant Secretaries II:

1. Mr. B. M. Madete.
2. Mr. P. K. Njoroge.
3. Miss C. W. Ngibuini.

Assistant Secretary III:

Mrs. S. Baltazar.

Personnel Officers I:

1. Mr. B. M. Mutua.
2. Mrs. L. A. Anduuru.

Personnel Officers II:

1. Mr. F. S. Nguma.
2. Mr. L. G. Waweru.

Accountant I:

Mr. R. O. Alula.

Accountant II:

Mr. J. B. Ofwata.

Assistant Secretary Cadets:

1. Miss C. W. Gatama.
2. Mrs. P. W. Davin.

Personal Secretaries I:

1. Mrs. S. K. Omido.
2. Mrs. M. N. Njeru.
3. Mrs. W. W. Mbogori.

Personal Secretaries II:

1. Mrs. J. Mango.
2. Miss H. Kisia.

Shorthand Typists:

1. Mrs. Z. J. Aseso.
2. Miss S. M. Wanjiru.

3. Mrs. M. N. Muguchu.

4. Miss G. A. Kareha.

5. Miss L. Densari.

6. Mrs. J. K. Miriti.

7. Mrs. M. N. Mbuthia.

8. Miss M. Ogotu.

9. Mrs. E. Mbuchu.

10. Miss B. A. Abade.

11. Miss R. O. Boinett.

12. Miss L. Bisonga.

13. Miss C. Wagumba.

14. Miss W. E. Omenda.

15. Miss L. K. Mwatete.

16. Miss K. Kandie.

17. Miss N. K. Gichana.

18. Miss G. Mzera.

19. Miss W. J. Cherop.

Accounts Assistant

Mr. M. K. Mbatia.

Supplies Assistant:

Mr. D. G. Kihungi.

Executive Assistants:

1. Mr. C. K. Nzinzi.

2. Mr. J. N. Mwangi.

3. Mrs. J. Onsongo.

Senior Clerical Officers:

1. Mr. E. K. Muriithi.

2. Mr. G. M. Kaloki.

3. Mr. F. M. Mwaura.

4. Mr. P. W. Kariuki.

5. Mr. J. C. Mwangi.

6. Mr. D. A. Akaka.

7. Mr. W. O. Onyango.

8. Mr. E. O. Sigana.

Higher Clerical Officer:

Mr. D. G. Gitura.

Drivers:

1. Mr. G. O. Esilaba.
2. Mr. Z. K. Masoti.
3. Mr. J. Byegon.
4. Mr. P. G. J. Ndungu.
5. Mr. O. A. Muleshe.

Telephone Operators:

1. Miss G. Muthoni.
2. Mr. David Muhia.

Clerical Officers:

1. J. M. Mwema.
2. Mr. J. Muronga.
3. Mr. A. K. Muthuuri.
4. Mr. K. Sosion.
5. Mr. W. Kyengo.
6. Mr. J. Mose.
7. Mr. M. Mututo.
8. Miss M. W. Karonji.
9. Mr. B. Lusweti.
10. Mrs. M. N. Waweru.
11. Mr. P. Sewe.
12. Mr. I. Isabwa.
13. Mr. R. Jillo.
14. Mr. V. V. Odhiambo.
15. Mrs. M. /M. Mwakai.
16. Mr. E. A. Avude.
17. Miss E. Malel.
18. Mr. J. N. Wanangwe.
19. Mr. E. Karani.
20. Mr. W. A. Shikumo.
21. Mr. G. Karisa.
22. Mr. J. Onyuka.
23. Mr. D. K. Ibunga.
24. Mr. L. L. Ntoyai.
25. Mr. H. N. Kanana.
26. Mr. J. O. Kouko.
27. Miss L. N. John.
28. Mr. L. N. Gateru.
29. Miss G. Muthuri.
30. Mr. K. P. Birgen.
31. Miss /M. M. Githua.

Copy Typists:

1. Miss J. N. Mugo.
2. Miss M. Aduda.

3. Mrs. V. N. Njau.
4. Miss J. N. Marenya.
5. Mrs. M. Maiko.
6. Miss R. N. Kamunyu.
7. Mrs. M. Orwenyo.
8. Mrs. E. Njiraini.
9. Mrs. E. Okite.
10. Mrs. J. W. Nderitu.
11. Mrs. M. Biage.
12. Miss J. Mutisya.
13. Miss M. K. Chirchir.
14. Mrs. C. Mbogo.

Receptionists:

1. Miss S. A. Asirah.
2. Miss C. B. Tumu.
3. Mr. D. K. Keitany.
4. Mr. P. K. Mutia.
5. Miss M. N. Nyamu.
6. Miss M. W. Muiruri.

Supervisor:

Mr. Kariuki Mutito.

Subordinate Staffs:

1. Mr. S. J. Kahindi.
2. Mr. J. N. Masila.
3. Mr. N. Njuguna.
4. Mr. C. M. Kariuki.
5. Mrs. A. W. Mwenja.
6. Mrs. M. G. Gitagia.
7. Mrs. L. W. Ndungu.
8. Miss J. M. Mwathi.
9. Mrs. F. M. Okumu.
10. Mr. G. M. Muthutheri.
11. Mr. D. O. Nyabuti.
12. Miss T. Matheka.
13. Mr. K. P. Njuguna.
14. Miss L. M. Gathanga.
15. Mrs. S. M. Mutua.
16. Miss M. M. Kereu.
17. Miss R. K. Murianki.
18. Mr. C. O. Ayuoyi.
19. Miss L. K. Mutwamwari.
20. Mrs. Ongaya.
21. Mr. V. O. Olumbe.
22. Mr. D. Tira.
23. Mr. D. M. Munyaka.

2. Approved Establishment

The following was the establishment for the period 1-1-87 to 31-12-87

Designation	Approved Posts	In Posts	Vacancies	Over Establishment
1. Secretary	1	1	—	—
2. Deputy Secretary	2	2	—	—
3. Under Secretary	6	6	—	—
4. Senior Assistant Secretary	5	2	3	—
5. Principal Personnel Officer	2	1	1	—
6. Chief Personnel Officer	3	2	1	—
7. Senior Executive Officer	1	1	—	—
8. Senior Accountant	1	0	1	—
9. Senior Personnel Officer	6	6	—	—
10. Executive Officer I	1	0	1	—
11. Accountant I	1	1	—	—
12. Personnel Officer I	7	2	5	—
13. Personal Secretary I	3	3	—	—
14. Assistant Secretary III, II and I	5	5	—	—
15. Assistant Secretary—Cadet	3	2	1	—
16. Executive Officer II	2	0	2	—
17. Accountant II	1	1	—	—
18. Personnel Officer II	2	2	—	—
19. Personal Secretary II	14	2	12	—
20. Executive Assistant	3	3	—	—
21. Accounts Assistant	3	1	2	—
22. Personnel Assistant	5	—	5	—
23. Supplies Assistant I	1	1	—	—
24. Shorthand Typist II and I	16	19	—	3
25. Senior Clerical Officer	9	8	1	—
26. Supplies Assistant II	1	—	1	—
27. Telephone Operator	2	2	—	—
28. Clerical Officer	35	32	3	—
29. Copy Typist	20	14	6	—
30. Drivers	5	5	—	—
31. Cleansing Supervisor III	1	1	—	—
32. Receptionist II	6	6	—	—
33. Subordinate Staff	24	23	1	—
TOTAL	197	154	46	3

3. Promotions

The following officers were promoted during the year 1987 between 1st January, 1987 to 31st December, 1987:

1. Mrs. Esther N. Gachango Promoted to Chief Personnel Officer, Job Group "L" with effect from 16th September, 1987.
2. Mr. Samuel M. Kuguru Promoted to Under Secretary, Job Group "N" with effect from 1st January, 1987.
3. Miss Christine W. Ngibuini Promoted to Assistant Secretary II, Job Group "K" with effect from 1st April, 1987.
4. Mr. Moses M. Mbogo Promoted to Principal Personnel Officer, Job Group "M" with effect from 15th July, 1987.
5. Mr. David N. Muhia Promoted to Senior Personnel Officer, Job Group "K" with effect from 16th September, 1987.
6. Mrs. Eunice W. Githinji Promoted to Personnel Officer I, Job Group "J" with effect from 16th September, 1987.
7. Mr. J. W. O. Seda Promoted to Under Secretary (Personnel Services) Job Group "N" with effect from 15th July, 1987.
8. Mr. W. O. Deya Promoted to Under Secretary (Personnel Services) Job Group "N" with effect from 15th July, 1987.
9. Mr. F. S. Ngumi Promoted to Personnel Officer II, Job Group "H" with effect from 11th November, 1987.
10. Mr. Lucas G. Waweru Promoted to Personnel Officer II, Job Group "H" with effect from 11th November, 1987.
11. Mrs. J. Onsongo Promoted to Executive Assistant, Job Group "G" with effect from 1st November, 1987.
12. Mrs. W. W. Mbogori Promoted to Personal Secretary I, Job Group "J" with effect from 9th October, 1987.

4. Officers who joined Public Service Commission on transfer

1. Mr. S. M. Kuguru, Under Secretary—reported on 10th September, 1987.
2. Mr. J. M. Kitavi, Deputy Secretary— reported on 19th September, 1987.
3. Mr. J. B. Ofwata, Accountant II—reported on 16th February, 1987.
4. Miss Grace Mzera, Shorthand Typist—reported on 5th October, 1987.
5. Miss Karen Kandie, Shorthand Typist—reported on 23rd March, 1987.
6. Miss C. W. Gatama, Assistant Secretary Cadet—reported on 26th October, 1987.

5. Officers who have left Public Service Commission on transfers/resignations

In the year 1987 the Public Service Commission of Kenya parted with quite a number of officers through transfers and resignations as follows:

1. Mrs. E. W. Githinji, Personnel Officer I—was transferred to Ministry of Environment and Natural Resources with effect from 2nd November, 1987.
2. Mrs. C. M. W. Mwangi, Senior Assistant Secretary—was transferred to Ministry of Finance with effect from 12th May, 1987.
3. Mr. P. K. Leparleen, Under Secretary—was transferred to Office of the President (N.Y.S.), with effect from 25th August, 1987.
4. Mr. Z. K. Cheruiyot, Senior Assistant Secretary—was transferred to the Office of the President on 16th September, 1987.
5. Mrs. J. Morwabe, Subordinate Staff—was transferred to Office of the President on 9th January, 1987.
6. Mr. D. M. Kuria, Subordinate Staff—resigned with effect from 5th June, 1987.
7. Miss R. G. Ochwada, Accountant II—resigned with effect from 23rd March, 1987.
8. Miss N. Korir, Shorthand Typist I—resigned with effect from 1st September, 1987.
9. Mr. S. G. Ngurimu, Clerical Officer—resigned with effect from 2nd March, 1987.

6. Newly Appointed Officers during 1987

Clerical Officer:

1. Mr. James Onyuka—Appointed on 20th July, 1987.
2. Mr. Daniel K. Ibunga—Appointed on 20th July, 1987.
3. Mr. Laban Ntoyai—Appointed on 20th July, 1987.
4. Mr. Humphrey N. Kanana—Appointed on 20th July, 1987.
5. Mr. Joe O. Kouko—Appointed on 20th July, 1987.
6. Miss Lucy N. John—Appointed on 20th July, 1987.
7. Mr. Leonard N. Gateru—Appointed on 27th July, 1987.
8. Miss Gakij Muthuri—Appointed on 3rd August, 1987.
9. Mr. Kipkoech Birgen—Appointed on 3rd August, 1987.
10. Miss Monicah Githua—Appointed on 4th August, 1987.

Receptionists:

1. Mr. Patrick K. Mutia—Appointed on 20th July, 1987.
2. Miss Mary W. Nyamu—Appointed on 20th July, 1987.
3. Miss Mary W. Muiruri—Appointed on 20th July, 1987.
4. Miss Caroline B. Tumu—Appointed on 27th July, 1987.
5. Miss Sophia A. Asira—Appointed on 22nd July, 1987.
6. Mr. Disrael K. Keitany—Appointed on 27th July, 1987.

Subordinate Staff:

1. Miss Margret Nyaboke—Appointed on 20th July, 1987.
2. Miss Rose K. Murianki—Appointed on 20th July, 1987.
3. Mr. Christopher O. Ayuoyi—Appointed on 20th July, 1987.
4. Miss Lucy K. Mutwamwari—Appointed on 20th July, 1987.
5. Mrs. Dorice Onyaya—Appointed on 10th July, 1987.
6. Mr. Vincent O. Olumbe—Appointed on 22nd July, 1987.
7. Mr. Daniel Munyaka—Appointed on 6th October, 1987.
8. Mr. Daniel Tirra—Appointed on 29th July, 1987.

Shorthand Typist:

Miss Norah M. Gichana—Appointed on 13th November, 1987.

Copy Typists:

1. Miss Margaret K. Chirchir—Appointed on 1st December, 1987.
2. Miss Judy M. Mutisya—Appointed on 1st December, 1987.

RECRUITMENT AND SELECTION DIVISION

The tempo of development in Kenya, both socially and economically, has continued to assume greater heights of growth. This rate of accelerated growth in turn continued to place a heavy demand on the management of public affairs. In order that this tempo of development is maintained and directed towards the realization of tangible social and economic benefits by the general public, it is absolutely essential that those charged with the responsibility of managing public affairs are consistently and consciously aware of the increasing public needs. This in turn means that in choosing officers to hold public offices, the Public Service Commission of Kenya must identify men and women with a very high sense of dedication, commitment to duty and loyalty to the State.

The challenges that faced the Public Service Commission of Kenya in the year 1987 were exactly those of ensuring that suitably qualified officers were identified for purposes of running efficiently the very expanded Kenyan public service. In order to achieve this goal, the management of the internal affairs of the Commission itself had to be undertaken with speed, accuracy and efficiency. The heaviest burden of ensuring the attainment of the above set objectives lies with the Recruitment and Selection Division in that it is the point at which most of the processes are initiated. The three objectives are achieved in three stages. First, the section receives indents from the various ministries/departments and local authorities declaring vacancies that exist in their organizations. Secondly, the indents are scrutinized quickly to ensure that the job specifications are accurate and consistent with the schemes of service. Lastly, the section ensures their clarity and confirmity to regulations and procedures in force before taking them to the press for public advertisement.

During the year under review, 3,054 such vacancies were declared to the Commission. In the same year, 595 advertisements were published in both the *Kenya Times* and the *Kenya Gazette*. In response to those advertisements, 10,505 applications were received for promotional jobs and 6,643 for trainees. As a result of these advertisements, 2,260 appointments were authorized by the Commission. During the same year, another 3,671 appointments were authorized outside the advertisement machinery, making a total of 5,931 appointments during that year. The fact that some appointments are made outside the advertisement machinery should not cause any surprise because there are many reasons for the occurrence of vacancies. Some arise as a result of new creations, others as a result of promotions, while others come as result of retirements or resignations. When such a situation occurs, the ministries/departments declare them and recommend their filling without the need to advertise and appointments are made by the Commission.

During the year under review, the Commission held 763 preliminary and final selection board meetings. Within those boards, 6,606 candidates were shortlisted and interviewed. In terms of day to day work-plan within the

division, it meant that each and every officer had to constantly remind himself/herself of the need to remain alert, sensitive to accuracy and responsive to speedy action as the section's nature of work is such that mistakes of either omission or commission cannot be tolerated as they would have very far-reaching repercussions. The nature of this section's work is both generic and contagious; generic in the sense that what happens in this section has a ramifying effect on many other sections of the Commission and contagious because it tends to affect the form in which the final decisions are arrived at.

A quick look at the specific functions of the Recruitment and Selection Section of the Commission will serve to illustrate the point made above that the work of section is both generic and contagious. These functions are:

- (a) Ensuring that the indents for the advertisement of declared vacant posts are duly authorized and consistent with the various schemes of service, regulations, procedure and that they are correctly and properly presented. Failure to observe the above would result in passing faulty and ambiguous indents to the press, which would in turn render the whole selection process difficult and futile.
- (b) Handling of application forms received in the Commission. These are received in thousands for each advertised post. They come mixed up and have to be sorted out according to posts and then filed and given folios. If the sorting out is inaccurately done or the filing is mixed up, it would lead to many candidates not being shortlisted and therefore not being interviewed and finally missing the appointment.
- (c) Programming of Commission's daily boards as well as the weekly meetings.
- (d) Invitation of candidates and ministerial or departmental representatives to the Preliminary and Final Selection Board meetings. Again the speed and accuracy with which these invitations are to be made reflects the necessity of a homogeneous systematic thinking process which must be maintained within this section at all times. A simple deviation from that systematic process can result in frantic and chaotic board/candidate combinations.
- (e) Keeping custody of annual staff appraisal reports. Once again, the usefulness of these reports can only be realized if they are properly handled. This means that once they arrive at Commission, it is necessary to ensure that they are completed accurately and in full. They must also be made available to the selection boards when the need arises.
- (f) Having the responsibility of advertising, shortlisting, interviewing candidates for filling pre-service trainee posts.
- (g) Representing the Public Service Commission at the scholarship awards training allocation committee.

For this section to achieve the complete and consistent fulfilment of the above functions, it is absolutely necessary that the internal duty assignments are made water-tight. Each officer is made aware of what is expected of him or her.

During the year under review, the programming, the invitation of candidates and ministerial representatives went on quite smoothly.

Preliminary Selection Boards and Selection Boards

Attendance at the Commission's Pre-selection and Selection Boards by ministerial/departmental representatives was generally good during 1987. However, there were still incidents of failure to attend or sometimes lateness on the part of the representatives which led to the cancellation of some boards. It is hoped that such incidents will be eliminated in future.

Annual Staff Appraisal Reports

As at the end of the year 1987, only 13,040 Annual Staff Appraisal Reports had been received out of an expected figure of 32,753 for officers in Job Group "G" and above. This constitutes 39.78 per cent. The submission of the reports was not therefore satisfactory during 1987. The Annual Staff Appraisal Reports are taken very seriously because the Commission relies on them considerably when an officer is being considered for promotion. It is for this reason that Authorized Officers are urged to stress and impress upon the Reporting Officers the need to treat Annual Staff Appraisal Reports with the seriousness they deserve and submit them duly filled to the Commission.

1986—ANNUAL STAFF APPRAISAL REPORTS AS AT 31-12-87

Ministry/Department	No. of Officers in Job Group "G" and above	No. of Reports Received	Return %
Office of the President	6,348	1,611	25.38
Office of the Vice-President and Ministry of Finance	974	880	90
Agriculture	3,154	775	24.57
Attorney-General's Chambers	603	250	41
Commerce and Industry	462	366	79
Co-operative Development	740	613	83
Culture and Social Services	718	431	60
Education, Science and Technology	909	649	71
Energy and Regional Development	150	135	90
Environment and Natural Resources	688	320	47
Finance	2,215	827	37.34
Health	5,937	1,462	25
Information and Broadcasting	1,026	555	54
Labour	316	299	95
Lands and Settlement	1,050	975	92.86
Public Service Commission	50	50	100
Livestock Development	1,152	162	9
Local Government	136	117	86
National Assembly	50	40	80
Planning and National Development	218	188	86.24
Tourism and Wildlife	587	317	54
Water Development	1,146	988	86
Foreign Affairs	422	186	44
Works, Housing and Physical Planning	1,452	518	36
Transport and Communications	2,250	1,213	54
TOTAL	32,753	13,040	39.78

Pre-Service Trainees 1987

During the year, various ministries declared pre-service trainee posts to the Commission for advertisement and final selection. All in all, 484 such posts were declared and advertised. In response, 6,743 applications were received. Out of these, 1,383 candidates were shortlisted for interviewing. After the interviews, a total of 325 candidates were selected for training.

Looking at the number of posts declared and the number of applicants, one is left to wonder why only 325 candidates were finally selected when all declared posts were not filled. One of the explanations is that by the end of the year, some of the shortlisted candidates had not been interviewed. They were interviewed and selected in the earlier part of the following year.

Another point is the fact that many of the applicants did not meet the minimum qualifications required by the advertisement. As the figures indicate, out of a total population of 6,743 applicants, only 1,383 met the minimum requirements.

It has also been observed that the present system where the bulk of trainees' recruitment is conducted in the months of April to May by the Directorate of Personnel Management (D.P.M.) in liaison with District Commissioners may have an effect on the poor outcome of Trainees' Selection in the later part of the year as the good candidates are selected then. It is hoped that in future, all Trainees Selections will be synchronized so as to eliminate this trend.

Recruitment and Placement of University Graduates, 1987

University graduates' applications started being received in this Commission from as early as June, 1987. All in all, 1,127 applications were received, from graduates from our local universities as well as foreign universities. The applications were from different disciplines. The largest number came from the Bachelor of Arts group, with a total of 555 candidates. This was followed by the Bachelor of Commerce with 292 candidates. Those with Bachelor of Sciences numbered 280. All of them were programmed for interviewing but at the time of the Commission going for recess, some had not been interviewed. In total, 505 candidates, comprising of B.Sc. 160, B.A. 211; and B. Comm. 134 were to be interviewed in the first quarter of 1988.

At the close of the year, a total of 519 graduates had been placed in various jobs within the Civil Service. About 103 graduates were placed on reserve for consideration, should vacancies arise in ministries/departments.

The delicate and sensitive exercise of interviewing the university graduates has now become almost a permanent annual feature of the work of the Commission. It is important to note that despite its complicated nature, the 1987 exercise went on very smoothly.

At the very end of that exercise, the Commission was unable to place some 29 Bachelor of Commerce and 10 Bachelor of Arts graduates. The inability by the Commission to place graduates in the public service is bound to rise in future due to lack of vacancies in the Civil Service.

PERSONNEL AUDIT UNIT

The Public Service Commission of Kenya is constitutionally empowered to delegate some of its powers to the various ministries/departments and local authorities. Although the Commission has delegated some of its powers to the authorized officers and the local authorities, it still has the ultimate responsibility for the proper implementation of these delegated powers. This responsibility lies with the Personnel Audit Unit of the Commission.

The need to closely monitor the Commission's delegated powers in terms of regulations (9) and (22) of the Public Service Commission Regulations has continued to grow with the demand for more and better services to the public. The original and present justification for delegation is to allow for decentralization so that employees' welfare can be taken care of at the nearest point of contact. The Commission's concern in ensuring that the delegated powers are not abused should be appreciated considering the fact that the officers in the Civil Service covered under delegated powers number about 219,267, leaving the Commission with only about 37,880 under its direct responsibility (this excludes the Local Authorities Personnel).

SPECIFIC DUTIES THAT WERE PERFORMED DURING THE YEAR

1. Ministerial Advisory Committee/Selection Board Meetings in Ministries/ Departments

During the year, a total of one hundred and sixty-seven (167) Ministerial Advisory Committee (MAC) meetings were held and out of these, the Audit Division was able to attend one hundred and seventeen (117) meetings. For meetings that were not attended, the minutes of the meetings were forwarded to the Public Service Commission (P.S.C.) and critically analyzed and any anomalies rectified with the authorized officers concerned.

During the same year, total of one hundred and fifty-eight (158) Ministerial Selection Board (M.S.B.) meetings were held, and which the Audit Unit endeavoured to attend as many as possible, numbering about one hundred and twenty-seven (127).

2. Pre-selection/Selections for advertised posts

A total of four hundred and seventy-eight (478) posts were advertised in various ministries/departments and seven thousand, nine hundred and twenty-six (7,926) applications received. Sixty (60) pre-selection and selection board meetings were convened to shortlist and select candidates who responded to the advertised vacancies and one thousand, four hundred and fifty-nine (1,459) candidates interviewed. The final selections were as follows: Senior Clerical Officer 252, Library Assistant 21, Housekeeper/Assistant

Cateress 4, House Mistress/Master 14, Senior Security Warden 17, Charge-hand 17, Film Assistant 2, Electrical Technician 1, Design Assistant 1, Licence Investigation Assistant 1, Senior Telephone Operator 22, Telex Operator 2, Plant Operator 2, Security Wardens 30, Data Machine Operator 37, Archives Assistant III 3, Enrolled Nurse 18, Laboratory Inspector I 7 and Fingerprint Assistant 25. It was noted that the largest number of applicants responded to Senior Clerical Officer posts which are usually fewer than the number of qualified candidates.

During the course of the year, the Unit detected the following cases and advised ministries/departments to take appropriate action:

(a) Employment and retention of officers on temporary terms of service beyond the stipulated periods

An exercise was carried out during the year and it was discovered that in Job Group "A" to "F", a total of 28,080 officers holding permanent and pensionable posts were still serving on temporary terms, while in Job Group "G" to "T", there were 3,843 officers. The ministries concerned were advised to take immediate corrective measures.

(b) Retention of officers who have attained retirement age

By the end of the review period, there were a total of 2,184 officers throughout the service who had attained the age of retirement but were still in service and ministries were asked to speed up issuing of retirement notices.

(c) Wrongful dismissals and undue delays in handling discipline cases

Cases of wrongful dismissals were relatively fewer because aggrieved officers have become aware of their rights and can challenge any wrong decisions by authorized officers by appealing directly to the Public Service Commission for redress, in terms of regulation 9 of Public Service Commission Regulations (Cap. 185). Consequently, ministries handled discipline cases carefully according to laid down procedures and regulations. Similarly, the practice of holding Ministerial Advisory Committee meetings regularly, at least once a month speeded up decisions on disciplinary and other cases. It is hoped that processing of discipline cases will be speeded up even more particularly following the issue of a reminder to the service by the D.P.M. vide their Personnel General Letter No. 16/1/32/A of 12th November, 1987.

(d) Delay in renewal of Local Agreements throughout the Service

There were about 12,208 officers serving on Local Agreement terms, out of which, 7,976 are in Job Group "A" to "F". Cases of delays of renewals were rampant at the beginning of the year, but by the end of the year, most cases had been dealt with and the backlog cleared.

(e) *Improper Appointment and Promotions*

It was discovered that some ministries made appointments and promotions contrary to the regulations stipulated in Personnel General Letter No. 54 of 9th November, 1979 and No. 7 of 9th April, 1986, from the Directorate of Personnel Management. For example, in 1986 alone, a total of 4,746 new appointments were effected wrongly. Out of this figure, 603 were presented to the authorized boards for ratification and were duly ratified. However, those ministries/departments which did not follow the laid down procedures were advised by representatives from this office, to adhere to the correct practice and procedure immediately. It was also observed that some departments had not yet established selection boards and continued to carry out the appointments function in MAC but it is hoped this practice will stop with the issuing of Circular No. D.P.M. 52/22/17/1A/(31) of 28th July, 1987, from the Head of the Public Service.

(f) *Filling of Vacancies in the Civil Service*

A survey was conducted from secondary data during the year to establish the number of posts that have remained unfilled in Job Group "G" and above. As at 31st March, 1987, there was a total of about 15,721 unfilled posts of which about half are in Job Group "G" alone. Another survey conducted using primary data showed that as at 23rd November, 1987, there were 3,181 posts vacant in Job Groups "H", "J" and "K". When one looks at the total in-post figure (Job Group "G" and above) of roughly 38,000 and the total vacant posts of roughly 16,000 (almost half) for the same grades one wonders to what extent performance is affected as the posts have been duly approved as needed for proper running of the various departments/ministries. It is worth noting that most of the vacant posts are in technical areas. This explains possible cause of failure to fill them.

3. Statistical records of decisions made by the various bodies exercising delegated powers

A. Discipline

There were a total of 2,050 cases of discipline discussed during the year and the following is a breakdown of decisions arrived at:

- (i) *Dismissals*.—During the year, 1,217 officers were dismissed and out of these, 35 appeals were made; twenty-eight (28) of which were rejected and seven (7) were allowed by the Commission.
- (ii) *Retirement*.—During the year, 52 officers were retired in the public interest, 10 on medical grounds and 14 on the 50 year rule.
- (iii) *Termination*.—Out of all the cases discussed, 95 officers serving on temporary terms had their appointments terminated and four (4) contracts terminated.
- (iv) *Surcharge*.—Most ministries had established Surcharge Committees in line with the Treasury instructions and during the period under review, there were 118 surcharges, effected on losses of stores, misuse of Government vehicles or accidents when the driver was found liable.

- (v) *Other cases.*—During the year, 195 appeals were dismissed as there were enough grounds for disciplining the officers. 117 cases were deferred for various reasons and 236 decisions of warning were made and 2 demotions.

B. Translation of terms of service

- (i) *Probationary Terms.*—During the year, the Ministerial Advisory Committees translated the terms of service of 3,735 officers serving on temporary to probationary terms of service. This figure is still too low compared to the total figure of 28,050 officers serving on temporary terms as stated.
- (ii) *Local Agreement.*—During the same period, 2,573 officers serving on temporary terms were translated to Local Agreements.
- (iii) *Renewal.*—3,586 Local Agreements were renewed during the year.
- (iv) *Confirmation.*—During the year under review, 3,840 officers serving on probationary terms of service were confirmed in their appointments and admitted to the permanent and pensionable establishment.
- (v) *Promotions.*—There were 5,080 cases of promotions effected. Most of the promotions effected were Subordinate Staff Grade II (Job Group “A” to “B”), in terms of the D.P.M. Circular No. 6 of 4th June, 1987, and Artisan Grades.

C. Appointments

- (i) *Re-designation.*—There were 142 re-designations approved during the year, most of which affected Junior Assistants (Survey), Storemen, Clerical and Secretarial Cadres.
- (ii) *New Appointments.*—During the year, 1,289 new appointments were approved. It should be noted here that a few ministries/departments did not use the Selection Boards for the purpose of recruitment. In this regard, an audit exercise is underway to determine the extent of this problem and curb it.
- (iii) *Special Duty Allowance.*—There were 1,866 cases approved under this item and 37 were rejected. It should be noted that some ministries tended to recommend officers for this allowance even where the officers are qualified for acting appointment and in cases where posts were substantively vacant. Appropriate advice was given to the ministries concerned.

The statistics for the above activities appear in the Appendix at the end of this report.

4. Conclusion

With consistent advice from the Directorate of Personnel Management and Public Service Commission to ministries coupled with their co-operation, the succeeding years should witness improvement within the system for better management of the public service.

Personnel Divisions in ministries/departments in liaison with the Directorate of Personnel Management must see to the welfare of staff in their departments and ensure that the issue of staff (under/over) establishment does not cause bottle-necks in the performance of work.

To this end, the audit section was instrumental in devising a guideline on the ratio of Personnel Officers to the approved establishment in each Ministry. It is recommended that efforts should be made to ensure that there is parity between Personnel Officer's establishment *vis-à-vis* the total establishment they cater for per ministry to ensure effective and efficient delivery of personnel services.

LOCAL GOVERNMENT SECTION

Following the legislation which transferred the overall responsibility for the appointments, promotions and discipline of Local Authorities' Personnel from the respective councils to the Public Service Commission it became necessary to set up a unit/section to deal with such matters initially before such functions can be incorporated into the mainstream of Commission operations. The local government section was thus formed. The functions of the section are:

1. To co-ordinate and process cases of appointments, promotions, transfers and discipline received from the local authorities, before presenting them to the Commission for deliberation.
2. To scrutinize indents received from the local authorities to ensure that they are duly authorized and conform to previous indents or schemes of service where applicable.
3. To attend meetings in the Ministry of Local Government and Physical Planning as well as the local authorities to discuss issues affecting local authorities personnel.
4. To clarify where necessary, the Public Service Commission (Local Authority Officers) Regulations, 1984, to the local authorities.
5. To scrutinize minutes of the meetings held in local authorities and point out any anomalies arising from violation of existing regulations/ procedures in matters of appointments, promotions and discipline in exercise of the delegated powers by local authorities and the authorized officer for the Ministry of Local Government and Physical Planning.

During the year under review, there was a marked improvement in the quality of indents submitted by the local authorities for advertising posts. However, there was a tendency for some advertised posts not to attract suitably qualified candidates making it necessary for the Commission to re-advertise some posts, sometimes more than once.

The following indents were received and processed :

<i>Month</i>					<i>No. of Indents</i>	<i>No. of Posts</i>
January	—	—	—
February	20	33	33
March	—	—	—
April	50	71	71
May	58	100	100
June	4	79	79
July	28	51	51
August	—	—	—
September	22	22	22
October	33	34	34
November	13	43	43
December	1	1	1

However, some problem areas need to be mentioned and efforts made at instituting corrective measures. There was a tendency for both local authorities and the Ministry of Local Government and Physical Planning to delay in submitting recommendations for acting appointments, promotions and discipline or not following the correct procedures in dealing with such cases.

The delay was occasioned partly by the lack of the necessary documents within the authorities and to a large extent the lack of well-versed personnel officers within the same authorities. Perhaps such cases will be minimized after discussions and close consultation between the authorities themselves, the Ministry of Local Government and Physical Planning, the Directorate of Personnel Management and the Public Service Commission.

DISCIPLINE

The Commission continued to perform its constitutional function in accordance with section 107 of the Constitution which among other things includes disciplinary control over both Central Government and Local Authority officers, a task which is facilitated by the discipline section which handles and processes all cases received from ministries/departments before presenting them to the Commission for deliberation and subsequent decision.

The discipline cases handled by the Commission in the year under review included retirement in public interest, dismissal for various reasons (e.g. for gross misconduct, criminal conviction, desertion grounds, etc.), termination of appointment, compulsory retirement and appeal cases. However, it should be pointed out that authorized officers in Central Government continued to handle and finalize disciplinary cases, of officers on temporary terms, subordinate staff and officers below Job Group "G" with less than 15 years' continuous service, which did not warrant dismissal or reduction in rank. Similarly, local authorities, under the powers delegated to them, finalized cases of officers on temporary terms and officers below salary scale 15, whose disciplinary cases did not warrant dismissal or reduction in rank. Such cases have been highlighted in the preceeding page of this report as they fall under the delegated authority. However, an aggrieved officer still has a right to appeal to the Commission for redress as mentioned earlier.

The Commission, therefore, has the ultimate responsibility of ensuring that the delegated powers are not deliberately abused or misused. The section also liaises with the Attorney-General's office on complicated legal cases which touch on discipline of public servants.

The Discipline Section still faced the problem of ill-prepared cases being submitted to the Commission for deliberation. In some instances, it was observed that authorized officers were forwarding disciplinary cases to the Commission which had not been properly processed in accordance with the service regulations. It is imperative that all discipline cases are handled with utmost care to avoid any litigations or unnecessary appeals.

As a result of such shortcomings, 38 per cent of cases submitted to the Commission had to be returned to the ministries for proper processing in accordance with the provisions of Cap. 185, Laws of Kenya and the Code of Regulations.

It is hoped that all Government ministries/departments and local authorities will in future strive to ensure that discipline cases are dealt with expeditiously for the benefit of both the officers concerned and the entire service since justice delayed is justice denied.

In the year under review, the Commission considered and decided on 492 discipline and appeal cases as compared to 489 cases considered during the previous year (1986). Below is the breakdown of various disciplinary and appeal cases considered and the punishments meted out in accordance with the Service Commissions Act:

- (i) Dismissal Cases: 299.
- (ii) Retirement in the Public Interest: 59.
- (iii) Compulsory Retirement (50 years): 7.
- (iv) Appeal cases: 126 considered, 11 were allowed and 115 were disallowed.

CIVIL SERVICE EXAMINATIONS

The Commission is charged with the responsibility of organizing and administering Civil Service examinations. These examinations serve as an incentive and test the suitability and eligibility of officers' advancement in the Civil Service. During 1987, the Commission conducted four different types of examinations for serving officers as follows:

1. Proficiency Examination for Weights and Measures Assistants—February, 1987.
2. Occupational Tests for Telephone Operators—April, 1987.
3. Administrative Officers' Examination—August, 1987.
4. Proficiency Examination for Clerical Officers—December, 1987.

1. Proficiency Examination for Weight and Measures Assistants

1.1. This examination consists of two parts each of which consists of five subjects, namely:

(a) Part I

- English Language.
- General Knowledge.
- Weights and Measures Rules.
- Weights and Measures Practice I.
- Practical.

(b) Part II

- Memorandum Report and Letter Writing.
- Civil Service Regulations and Organization and functions of Government.
- Weights and Measures Practice II.
- Law.
- Practical and Oral.

1.2. In order to be awarded a full pass, a candidate must pass in all the subjects relating to each part at one and the same sitting.

A summary of the performance of candidates in this examination is shown on Table I on Page 22. It will be noted that there was no marked improvement in performance in 1987 in comparison with the previous year.

2. Occupational Tests for Telephone Operators

2.1. The examination consisted of three (3) tests namely: Occupational Test No. I, Occupational Test No. II and Occupational Test No. III. The latter which had been discontinued with effect from 1983 was reinstated. In all these tests, the candidates were examined on two subjects: English and Practical.

2.2. Performance

A summary of the performance of candidates in this examination is shown on Table I on Page 22. There was a slight improvement in performance in all the three tests in comparison with the previous year.

3. Administrative Officer's Examination

3.1. In this examination, candidates are examined in the following six subjects:

- (a) Law.
- (b) Government Organization and Practice.
- (c) Civil Service Regulations.
- (d) Public Financial Management and Control.
- (e) General Knowledge of East African and World Affairs.
- (f) Applied Logic and Report Writing.

3.2. Candidates who have attempted and passed in one or more subjects are exempted from sitting those subjects they have already passed. They are only required to re-sit the subjects they have failed.

3.3 Performance

The performance of candidates in the Administrative Officers' Examination is shown on Table I on Page 22.

There has not been any marked improvement in comparison with the previous year. Instead, there was a drop from 24.4 per cent in 1986 to 18.3 per cent in 1987. In particular, the performance in Public Financial Management and Control was poor. Out of 122 candidates who appeared for that particular paper, only 18 candidates scored a pass. The performance in other subjects was average.

4. Proficiency Examination for Clerical Officers

4.1 The examination consists of eleven (11) subjects of which seven (7) are compulsory and the remaining four (4) are optional. Each candidate is required to attempt a total of eight (8) subjects.

Paper I General Paper:

- English Language.
- Organization and Functions of Government.
- Current Affairs.
- Elementary Economics.

Paper II—Civil Service Regulations.

Paper III: Clerical Procedures:

- Office Practice.
- Business Calculations.
- Accounts.
- Stores.
- Personnel.
- General Office Services.

4.2 In order to be awarded a pass, candidates are required to pass the three (3) papers at one and the same sitting.

4.3 The performance of candidates in this examination is shown on Table I on Page 22. Table II shows detailed performance per examination centre for the Proficiency Examination.

TABLE I

	NO. OF REGISTERED CANDIDATES		NO. OF PASSES		PERCENTAGE PASS	
	1986	1987	1986	1987	1986	1987
1. Proficiency Examination for Weights and Measures:						
Part I	4	1	2	0	50	0
Part II	14	11	8	3	57.1	27.3
2. Occupational Tests:						
OT I	29	34	15	18	51.7	52.4
OT II	33	61	10	20	30.3	32.8
OT III	30	19	0	2	0	10.5
3. Administrative Officers	238	218	58	40	24.4	18.3
4. Proficiency Examination for Clerical Officers	4,770	5,068	595	618	12.5	12.19

TABLE II—RESULTS ANALYSIS FOR PROFICIENCY EXAMINATION FOR CLERICAL OFFICERS, 1987

Centre	No. of Registered Candidates	No. of Passes	Percentage
1. Mombasa	360	34	9.44
2. Nyeri	419	50	11.93
3. Embu	272	39	14.34
4. Nairobi	2,534	360	14.21
5. Nakuru	529	34	6.43
6. Kakamega	368	47	12.77
7. Kisumu	480	41	8.54
8. Garissa	106	13	12.26
TOTAL	5,068	618	12.19

5. Absenteeism from Civil Service Examinations

In 1987, 409 candidates or 7.56 per cent of total candidates did not avail themselves for the four examinations. The corresponding figures for the previous year were 432 candidates or 8.4 per cent.

The rate of absenteeism was particularly high in the Proficiency Examination for Clerical Officers, although the percentage dropped from 8.4 per cent to 7.72 per cent in 1987. In the Administrative Officers' Examination the rate of absenteeism increased from 5.0 per cent to 6.91 per cent in 1987.

Table III gives an analysis of absenteeism in the various examinations during the year under review.

TABLE III—RATE OF ABSENTEEISM, 1987

Name of Examination	Number Registered	Number Absent	Percentage
1. Proficiency Examination for Weights & Measures Assistants	12	0	0
2. Occupational Test for Telephone Operators	114	3	2.63
3. Administrative Officers' Examination	217	15	6.91
4. Proficiency Examination for Clerical Officers	5,068	391	7.72
TOTAL	5,411	409	7.56

6. Registration Forms

In the year 1987, the Commission received a number of entry forms which were either not properly completed or whose applicants were not eligible to sit for the examinations as a result of which a total of 54 entry forms for the Proficiency Examination for Clerical Officers were rejected by the Commission.

AGENDA

The Agenda Section, as in the past, was fully occupied with preparing an agenda for the Commission in preparation for its weekly meetings. This was done after careful research and scrutiny of all cases received from ministries/departments, be it requests for Acting Appointment, Confirmation, Promotion, Transfers, etc., and confirming that any such cases were in keeping with existing regulations before asking the Commission to deliberate on them. Such cases emanated from various ministries/departments in the entire Civil Service and local authorities as well as those from the Public Service Commission divisions to the full Commission Board meeting for deliberation and decision. The responsibility of writing the Commission's minutes still remained in the section.

Although there was a great improvement by various ministries/departments when submitting recommendations to the Commission, it was felt that a lot still remained to be done so that the right information, together with the relevant documents are attached to avoid delays and unnecessary correspondence. A number of Schemes of Service for various cadres in the Civil Service and local authorities were prepared by the Directorate of Personnel Management and this has gone a long way in alleviating the problems earlier faced while preparing and presenting cases to the Commission for deliberations and decisions.

The Commission held a total of 48 meetings during the year 1987 as compared with 50 meetings during 1986. Statistical information is summarized at the end of this report.

SUPPORT SERVICES

The support services are provided by the registry, accounts, supplies and personnel sections.

1. Registry

The main duty of the registry is to ensure that all correspondence, incoming as well as outgoing, is treated with utmost care and confidentiality to avoid any embarrassment to the Government. A senior executive officer is in charge of this section and is assisted by several clerical officers. During the year under review, the section processed 13,633 incoming mails and 25,880 application forms. At the same time, the section hand-delivered 16,655 mails and posted 12,500 letters and parcels.

2. Accounts

The Commission operates a small accounting unit headed by an Accountant I.

In January, 1987, Mr. R. O. Alula proceeded to Kenya Institute of Administration for a C.P.A. III course. His place was taken by Mr. J. B. Ofwata, Accountant II, who joined the Commission from the High Court of Kenya in March, 1986.

In October, 1987, the Under Secretary (Administration) and the Accountant II attended, for a week, a workshop on Budget Rationalization Programme.

3. Supplies

This section purchases all stationery and application forms required by the Commission. The section is also responsible for servicing all machines and equipment and maintenance of vehicles and building. During the period under review, the Commission held eight (8) Ministerial Tender Boards. The expenditure on various items continued to rise, as a direct result of additional staff and a demand for better services as indicated below:

	1985	1987
	<i>K.Sh.</i>	<i>K.Sh.</i>
(i) Purchase of Stationery	280,608	298,085
(ii) Purchase of Plant and Equipment ..	418,243	181,570
(iii) Office Expenses	38,342	14,486
(iv) Purchase of Uniforms	15,564	29,730
(v) Cleaning Materials	22,569	15,882
(vi) Service and Repair of Motor Vehicles ..	60,394	68,389
(vii) Service and Repair of Office Machines & Equipment	82,262	148,810
(viii) Building Maintenance	—	80,132

4. Personnel

Apart from keeping all the personnel records of all members of staff of the Commission, the Personnel Section also processed and checked staff claims and ensured that all subordinate staff performed their duties in a satisfactory manner.

FAREWELL AND END YEAR PARTY

The Commission's tradition of holding an End-of-Year Party and bidding farewell to retiring Commissioners and senior members of staff was observed in the year under review and the party was held at the National Assembly Hall on Friday, 11th December, 1987. The party was in honour of the following Commissioners, who had retired:—

- | | | |
|-------------------------|---|------------------|
| 1. Mr. David Mwandia | — | Deputy Chairman. |
| 2. Mr. Francis J. Muoka | — | Commissioner. |
| 3. Mr. John K. Icharia | — | Commissioner. |
| 4. Johnstone O. Kimoro | — | Commissioner. |

VISITORS TO THE COMMISSION

During the period under review, the following foreign officials visited the Commission premises:

1. On 12th February, 1987—Mr. Christopher Laickmar, New Zealand High Commission.
2. On 22nd June, 1987—Mr. Frick Pollmor, World Scout Foundation, Switzerland.

STATISTICS

The work handled by the Commission under different items during the year under report and previous year is given below:

	1986	1987
Meetings of the Commission	50	48
Items Considered	2,869	3,391
Appointment and Confirmation in Appointment		
(a) Vacancies reported to the Commission, advertised and otherwise	2,869	3,054
(b) Number of advertisements published in the <i>Kenya Gazette</i> and local Press	584	595
(c) Application received in response to advertisement	8,717	10,505
Appointments Authorized		
(a) As a result of advertisement	2,321	2,260
(b) Otherwise	3,550	3,671
(c) Renewal of agreements authorized	1,237	1,442
(d) Non-renewal of agreement	—	1
(e) Extension of agreements and temporary appointments authorized	4	12
(f) Recruitment from outside East Africa authorized	3	Nil
(g) Acting appointments authorized	559	674
(h) Acting appointments rejected	91	187
(i) Translations from agreement or temporary to probationary terms authorized	1,733	1,906
(j) Termination of temporary appointments authorized	7	10
(k) Transfer of officers between ministries/ departments in the same grade	1,515	77
(l) Transfer of officers between ministries/ departments in the same grade rejected	4	3
(m) Preliminary and final selection board meetings held	625	763
(n) Candidates interviewed by selection boards	4,895	6,606
(o) Reinstatements authorized	Nil	Nil
(p) Postings rejected	0	3
(q) Appointments to up-graded posts	13	233
Officers Considered by Commission for Confirmation and Re-designation		
(a) Number of cases considered	832	1,230
(b) Confirmations authorized	831	1,096
(c) Post-humous confirmations approved	20	17
(d) Post-humous confirmations rejected	0	Nil
(e) Abatement of death gratuities	23	45
(f) Termination of probationary appointment authorized	1	10
(g) Re-designations authorized	85	103
(h) Re-designations rejected	8	10

Discipline Cases Considered

	1986	1987
(a) Total number of cases considered ..	489	492
(b) Termination of probationary appointment authorized	7	3
(c) Retirement in public interest authorized ..	51	59
(d) Dismissal from the service authorized ..	209	299
(e) Appeals against disciplinary action considered	129	126
(f) Cases dealt with by Ministerial Advisory Committee	1,735	2,050
Option for Retirement under "10" Year Rule		
(a) Considered	22	13
(b) Authorized	22	13
Retirement—General		
Officers Required to Retire:		
(a) As a result of redundancy	Nil	Nil
(b) In the interest of Kenyanization	Nil	Nil
(c) In abolition of office	Nil	Nil
(d) On age grounds	Nil	2
(e) On medical grounds	1	12
(f) On 50 year rule	6	10

**STATISTICAL DATA OF DECISIONS MADE DURING THE YEAR 1987
BY MINISTERIAL SELECTION BOARDS AND MINISTERIAL
ADVISORY COMMITTEES**

(DELEGATED POWERS)

Appointments

New Appointments (through established procedure)	1,289
Acting Appointment — Approved	1,866
— Rejected	37
Re-designation	142
Promotions (includes 476 pre-selection/selection cases)	5,080
Confirmations	3,840

Translation of Terms of Services

Temporary to Probationary Terms	3,735
Temporary to Local Agreement	2,573
Renewal of Local Agreement	3,586

Discipline

Dismissal	1,217
Appeals allowed	7
Appeals disallowed	28
Termination of temporary/contract appointments	95
Surcharge	118
Demotion	2
Others (Warnings, etc.)	236

Retirement

In public interest	52
Under "50" year rule	14
On medical grounds	10
