



GOVERNMENT OF MAKUENI COUNTY

COUNTY PUBLIC SERVICE BOARD

RECRUITMENT AND SELECTION POLICY



COUNTY PUBLIC SERVICE BOARD
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“Okila Nyumba Kalila”

“Quality Staff, Quality Service”

Recruitment and Selection Policy

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Foreword

The Government of Makueni County is committed towards ensuring effective recruitment and selection of employees in order to realize its development agenda and satisfy all legal requirements. The Constitution, 2010, County Governments Act, 2012 and the Employment Act, 2007 provides fundamental principles/rules that need to be adhered to by County Governments in undertaking employment activities. 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 manpower needs of the County, ensures efficient service delivery and parity treatment to all aspiring employees. The development of this policy is to allow the County Government make solid advances towards attracting and retaining human capital 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, promotion of fair recruitment and merit in recruitment 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 this 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 potential employees regardless of their gender, background, religion and economic status in the society. Recruitment and selection shall be pegged on approved staff establishment.

Authorized Officers, including County Human Resource Advisory Committees 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 delivery needs. It emphasizes that 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 done through a participatory and consultative approach with all 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 when need arises to address emerging issues on recruitment and selection in the County.



Benjamin M. Mutie

Chairman

Makueni County Public Service Board

Preface

The Constitution of Kenya in Article, 235 provides for Counties to establish and manage their own public service through their respective County Public Service Boards. The County Public Service Board found it necessary to put in place a recruitment and selection policy in order to streamline the management of employment in the County. The policy aims to create a coherent approach in recruitment and selection which provides a strategic link to the County's mandate/functions; maintain the right mix of employees with the knowledge, skills and abilities required for effective service delivery and to provide clear guidelines on recruitment and selection to ensure non- discrimination in employment and conformity to Constitutional requirements, County Governments Act, 2012 and other employment laws in Kenya.

Recruitment and selection in the public sector, continues to undergo fundamental changes in order to meet the continuing drive for efficiency and effectiveness. The public service is the cornerstone for implementing government policies, programmes and projects for economic growth and therefore needs to be equipped with personnel with requisite skills, knowledge, competencies and attitude for effective performance in accordance with County/Departmental functions. The need to have a policy to ensure effective recruitment and selection for securing a functional and optimal public service need therefore not to be over emphasized.

The development of this policy is intended to influence a positive shift in recruitment and selection practices to enhance effective service delivery and uphold the Values and Principles of the Public Service on appointment. The policy outlines fundamental principles regarding recruitment, selection and succession management. It provides clear guidelines for efficient, effective and purpose-driven recruitment and selection in the public service that guarantees equal opportunity for all. In addition, the policy contains systematic mechanisms to be followed in recruitment and selection to ensure the process is above board.

The policy will therefore be invaluable and instrumental in guiding all public service institutions, offices and individuals involved in employment activities

to ensure transparency and accountability for actions/decisions taken in recruitment and selection activities.

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. 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.

An institutional framework on monitoring and evaluation has been provided for in the policy to facilitate effective implementation and compliance to recruitment and selection guidelines. The policy allows opportunity for review so as to be in tandem with best practices on recruitment and selection all over the world.



Justus K. Kisilu

**Secretary/Chief Executive,
Makueni County Public Service Board**

Definition of Terms

Authorized Officer

Means a County public officer to whom the 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 an 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, efficiency 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

The process of attracting, screening and selecting qualified people for a job. It also refers to process of searching for prospective and qualified employees and stimulating them to apply for a job in an organization.

Reimbursable Allowances

Means those allowances where an officer gets reimbursement on the expenditure incurred in the course of duty.

Remunerative Allowance

Means those allowances paid to an officer, in addition to salary as a form of compensation for additional responsibilities.

Selection

The process of hiring the right people, for the right job at a right time and at a right cost or the process of differentiating between applicants based on agreed criteria and appointing the best.

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 the chief executive officer (CEO) - within an organization as their terms expire. It also refers to systemizing leadership continuity for all key positions by developing activities that build personnel talent in the organization.

Abbreviations and Acronyms

CEO	-	Chief Executive Officer
CG	-	County Government
CHRAAC	-	County Human Resource Advisory Committee
CO	-	Chief Officer
CS	-	County Secretary
CHRAAC	-	County Human Resource Advisory Committee
CIDP	-	County Integrated Development Plan
CPSB	-	County Public Service Board
CPS	-	County Public Service
DHRAAC	-	Departmental Human Resource Advisory Committee
HRM	-	Human Resource Management
HIV	-	Human Immunodeficiency Virus
HRP	-	Human Resource Plan
JEE	-	Job Evaluation Exercise
M&E	-	Monitoring & Evaluation

CHAPTER ONE

1.0 Background

The Constitution of Kenya in 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 Governments Act, 2012.

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

- 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 the 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 followed regarding staff recruitment and selection.

The policy therefore provides clear guidelines for efficient management of recruitment and selection in the County Public Service.

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 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 in the County.

One of the objects of establishing the County Public Service according to the County Government, 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, it is intended to give a frame work of uniform norms and standards to be applied in all Counties

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 anticipated that the CPSB will put in place a policy to guarantee/guide fair recruitment and selection of persons appointed to serve/act in the 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 counties. 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 Governments, are still nascent institutions that need to establish various policy guidelines to streamline their operations particularly regarding recruitment of staff given the high unemployment rate facing the country as 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 helpful 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 County Government. 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.

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 people living with 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 opportunity 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; and
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 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 and Public Service Values and Principles 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. This can 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. The County Government/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.

This shall be the guide to the public service in acquiring the necessary human capital needed for 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 composed of persons with appropriate expertise and of high integrity;
- f) Develop and regularly review career progression guidelines to facilitate upward staff mobility and succession management;
- g) Establish appropriate staffing norms to facilitate staff deployment and redeployment;
- h) Strengthen performance management systems to ensure effective staff utilization and performance;
- i) 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.

2.3 Recruitment, Selection and Appointment

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

Recruitment, selection and appointment shall be based on approved and authorized establishment that address the 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 County Government. 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.

2.3.1 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 this responsibility must portray a 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 a 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.

2.3.2 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).

2.3.3 Affirmative Action

The CPSB is committed to the promotion of:

- a) Gender equality, affirmative action for women, persons living with disabilities and persons from marginalized areas of the County.
- 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.

2.3.4 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 (CPS). The CPSB will ensure that staff recruitment takes into account the following considerations:

- a) Creation and advertisement of positions shall be done according to County Government functions and service delivery requirements.
- b) 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/country
- c) All vacancies are filled competitively and transparently in accordance with the prescribed appointment or promotion procedures during entry and promotion;
- d) Promotion and career advancement is based on acceptable and agreed performance appraisal results;
- e) Selected candidates are persons of high integrity and moral standards;
- f) 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;

- g) Expeditious appointment or deployment of a qualified and competent person to the public office without unnecessary delay; and
- h) 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.

2.3.5 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 Makueni shall therefore streamline and strengthen its recruitment process to address the targets of CIDP and Vision 2030 when vacancies are declared or arise.

2.4 Departmental Mandate(s) and the recruitment and selection process

Preparation of strategic plans has now been institutionalized in the County Public Service (CPS). All departments in the County Government should ensure that they 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 that the following elements on recruitment/selection/appointment process be adhered to at departmental level.

2.4.1 Human Resource Plans

All Departments in the County Government 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.

2.4.2 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.

2.4.3 Funding of recruitment

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

2.4.4 Staff Establishment

The CPSB shall be guided by authorized staff establishment and County Government core functions as the basis for recruitment and justification for establishment or abolition of offices for each department. The Board expects each Department to rationalize staffing levels in line with their current departmental mandates and seek the Board's approval.

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

All recruitment in the county public service shall be based on schemes of service for each cadre or norms and standards developed for the service/career guidelines developed by the CPSB. 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.

2.5 Steps in the recruitment and selection process

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

2.5.1 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.

2.5.2 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 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 a maximum of 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 the 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 request for advertisement of its vacancies to the CPSB at most twice every financial year where necessary/appropriate to manage costs in accordance with all requirements on recruitment and selection.

2.5.3 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.

2.5.4 Shortlisting

For every advertised position, the CPSB shall constitute a shortlisting panel made up of the recruitment unit in the CPSB, the Department recruiting as well as the respective head of the Human Resource Department. 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 the criteria established beforehand.

2.5.5 Criteria for shortlisting

Each panel should set criteria for use during shortlisting. 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 shortlisted and given an opportunity to compete with peers for available vacancies.

2.5.6 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, Head of human resource department or his/her deputy. The panel should develop scoring criteria and an agreed way of ranking the interviewees/Candidates.

Besides conducting interviews for selection the Board may adapt any other

appropriate method of selection necessary to identify suitable candidates. This may include and shall not be limited to conducting written tests, practical tests or psychometric tests as may be appropriate.

2.5.7 Appointment decisions

Once interviews for selection are concluded for a vacancy, the CPSB shall select and appoint candidates based on interview results or any other appropriate method for selection used and prepare minutes to that effect as a basis for the recruitment or if done at the departmental level a similar procedure shall be followed and forwarded to the board for final approval/ endorsement. The Secretary to the CPSB will communicate the decision of the Board to the County Secretary/Chief Officer and Head of Human Resource Management for the department concerned regarding the appointment(s) within two (2) weeks of the Board's decision. Successful applicants for new appointments shall be equally notified as within two weeks of the Board's decision.

Where there is established, County/Departmental Human Resource Advisory Committee (C/DHRAC), that has delegated authority on certain job grades to conduct interviews, the committee may conduct 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 by the CPSB.

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 rest 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 for a reasonable period. Such record may be inspected for audit purposes or by any interested party regarding the exercise.

2.6 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. Appointments on contract shall be limited to development projects or special assignments/tasks/activities.
- b) Appointments and renewal of contracts shall only be made on approval of the CPSB upon recommendation of the County Secretary or Chief Officers as may be applicable and based on the need to meet critical shortfall of staff where necessary.
- c) Authorized Officers will report to the Board on all cases of appointment on contract terms which require renewal at least two (2) months 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 of two (2) terms with personnel being engaged only where capacity in the county public service is lacking or specific skills are required.
- f) Appointment on contract shall not exceed three (3) months or as the terms and conditions agreed upon depending on the task at hand but this shall not constitute permanent employment or provide a justification for long term employment.
- g) Payment of service on contract shall be in accordance to service regulations and employment Act, 2007.
- h) The contract of engagement should be explicit detailing terms and conditions of engagement, 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 Chief Officer to commence the process afresh; or
- iii. Take any corrective action that it considers appropriate.

2.6.1 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 County Government to offer the officer permanent employment;

2.7 Acting Appointment

Conditions for acting appointment:

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

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

2.7.1 Procedure for acting appointment

- a) An officer may be appointed in an acting capacity for a period of at least thirty days but not exceeding a period of one year.
- b) All recommendations for acting appointments will be accompanied by a draft indent for advertisement of the vacancy and a seniority list.
- c) Acting appointments will not be approved to take effect from a date earlier than three (3) months prior to the date on which the recommendation is submitted to the CPSB.
- d) 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.
- e) In the event that there is supersession, a clear explanation would accompany the recommendation.
- f) 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.
- g) 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.
- h) 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.
- i) Acting Allowance will not be paid against any post falling within common establishment.
- j) 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.

2.8 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. The CPSB will develop a secrecy form to be signed by all officers on appointment, re-designation, retirements, transfer or secondment.

2.9 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 vest 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) Establish staff deployment/redeployment committees.

2.10 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 Group “J”.
- 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
 - iv. Ability and performance in the current grade
- f) A re-designation shall take effect from the date the CPSB makes the relevant decision.
- g) 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.
- h) If a public officer is re-designated, the officer shall not in any way suffer reduction in remuneration.

2.11 Promotion

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

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

- a) Existence of a vacancy;
- b) 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;
- c) The requisite academic and professional qualifications;
- d) Experience;
- e) Promotion does not disadvantage any officer already serving in the cadre;
- f) 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 (60) 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 (60) 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.

2.12 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 the 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.

2.13 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 thirty (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.

2.14 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.

2.15 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 (6) 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.

2.16 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.

2.17 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. In addition, the County Government on the advice of 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
- d. Developing and operationalizing organizational Strategic Plans.

2.18 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 County Secretary and within departments by the Chief Officer.

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 County Secretary and the Chief Officer respectively.

2.19 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 in 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 give one (1) month period in lieu of notice to the agency where he/ she is seconded, with a copy to the CPSB. The officer will be entitled to revert to the position held in the former work station ;
- i) Officers on secondment are eligible for promotion in the public service when vacancies arise for competitive filling.

2.20 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; and
- e. Enforce strict adherence to the mandatory retirement age as applicable.

2.21 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 subject to approval by the relevant authority.

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 Chief Officer 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

The CPSB may retire officers on the ground of re-organization and abolition of office for better efficiency and economy, as provided for in the County Government Act, 2012.

2.22 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 Board's 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 Management of Casuals

The CPSB shall limit the engagement of casual employees in the County Public Service. Where there is need for temporary services, the Board shall enter into an agreement with casual employees. Engagement of casual employees shall only be undertaken through the CPSB to avoid unnecessary hire of such persons that may contradict this policy.

Casual workers shall not be engaged for periods exceeding three months. If their services are still needed, the requesting Department shall submit the request to the Board one month before the expiry of engagement period or two weeks before the expiry of the period if the engagement of the casual worker is for one month.

There shall be no continuous engagement of casual workers beyond three months unless such extension is after a break of service according to the agreement detailing terms and conditions of working.

The letter of engagement shall not have a personal number for payment. The agreement should clearly stipulate the consolidated wage, mode of payment and leave entitlement.

Casual workers are entitled to 1.75 days leave per month and are also entitled to one rest day per week. Those engaged in construction and security are entitled to two (2) days leave per month.

Departments or agencies engaging casuals must do so where it is absolutely necessary and funding for such engagement should not adversely affect smooth operations of the department or county government or result into litigations against the County Government.

The Board recommends that services of casual workers should be procured in accordance with the Public Procurement and Disposal Act, 2005 through outsourcing of independent service providers for non-core services.

Engagement of technical people on casual basis is not allowed but this can be done through contractual terms where such expertise is lacking and needed by the County Government as noted under clause 2.6.

Management of casuals with regard to compensation at the workplace arising from injuries will be in accordance with various labour laws of Kenya (Employment Act, 2007, The Labour Institutions Act, 2007)

CHAPTER FOUR

4.0 Monitoring and Evaluation

4.1 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. Some of the reasons for poor implementation of Government policies, strategies and programmes relates to lack of effective M&E systems.

M&E is important in providing answers to questions of relevance, efficiency and effectiveness. 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. M&E will be critical in addressing challenges that may arise and facilitate continuous improvement of best practices applied in recruitment and selection in the Government of Makueni County.

Evaluation of recruitment should take cognizance of:

- a) Policies and guidelines on recruitment;
- b) Methods used in recruitment and selection;
- c) Actual recruitment undertaken taking into account all parameters as required by various legal requirements;
- d) County Government priorities;
- e) Cost involved and financial implications of the appointments made to the County Government;
- f) Time taken; and
- g) Complaints and challenges arising thereof.

4.2 Framework for Monitoring and Evaluation

The CPSB will establish a committee for M&E to ensure effective monitoring and evaluation system. The activities and regulations/ guidelines outlined in this policy will be monitored and performance evaluated quarterly at all levels. This will involve:

- a) Definition of the main objectives and targets to be achieved in M&E so as to provide a common understanding among the various actors;
- b) 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;
- c) Take cognizance of public satisfaction or complaint regarding recruitment and selection in the County;
- d) Emphasis on self-monitoring at all levels and stages of recruitment and selection process; and
- e) Identification of feedback mechanism needed for improvement and replication of best practices.

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.

4.3 Review of the Policy

This policy will be reviewed every five years or as need may arise to address emerging legal requirements and achieve best practices on recruitment and selection at county and national levels.

4.4 Conclusion

The policy outlines the measures that the County Government will undertake to bring about sustainable change in recruitment and selection in the County Public Service.

The policy is expected to make the County Public Service better equipped with qualified and competent staff to meet the increased challenges for higher standards of service. The policy will be instrumental in ensuring adherence to Constitutional and other legal requirements regarding employment and assist the County Government to cope with the regional and global competitive technological changes.

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. 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.

The policy will be closely monitored and evaluated to ensure maximum impact and timely delivery of output and targets required. It will also help to provide for institutional systems and mechanism for better human resource management.

