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Parliamentary Service Commission

**Staff Training and  
Development Policy**

## FOREWARD

The National Assembly today faces the challenge of developing greater confidence in its staff and enabling them to be solution oriented and to inspire them to make individual contribution in the service of the Nation. To get staff at all levels to be more self-sufficient, resourceful, creative and autonomous, a deliberate move is being made by the Parliamentary Service Commission (PALSCOM) to develop a training policy.

Mark Twain (1835-1910) once said, and I wish to reiterate; *“A man can seldom, very very seldom fight a winning fight against his training; the odds are too heavy.”*

The focus, through the policy, is to develop the *person as a whole* and not just the work skills; this way the individual goals are aligned to the Organizational goals and the staff gets motivated, has a better attitude, is loyal to the Institution and is able to operate at strategic level making the National Assembly more productive and competitive. The end result at all times must be to attain growth, to both staff and institution.

The wheels of change are turning on Kenya, especially in the area of Governance and the National Assembly is at the centre of this. Training must be an agent of change management, in order that the potential of Staff Members and, on the whole, that of Honourable Members of Parliament is optimized; giving life to one of my favourite

expressions, *that if I let go of what I am, I become what I might be*. Training ought to enable us be better and stronger than what we are. This is the vision that the PALSCOM has for the Institution of Parliament.

This training policy outlines strategies that the PALSCOM will use to make training and development more responsive to staff needs to enable them be more efficient. This will make the Institution of Parliament better and stronger, ultimately translating into better Governance for Kenya.

**Speaker, Kenya National Assembly/  
Chairman, Parliamentary Service Commission**

## PREFACE

The Parliamentary Service Commission (PALSCOM) has developed this document as a necessary intervention to address the challenges that have faced the Kenya National Assembly staff in the area of training and development.

The management of the Training and Development function has been *ad hoc* and based on general personnel circular letters and guidelines issued by the Government from time to time. These have not adequately addressed issues that arise in the training and development function within the Kenya National Assembly. This Training and Development Policy therefore attempts to consolidate provisions of the various documents and at the same time address emerging issues in training and development.

The policy's emphasis is on demand-driven and cost effective training that responds to service delivery requirements and seeks to facilitate career growth among the Parliamentary Service staff.

The policy ensures that funds allocated to the training item in the vote are used only in areas of priority, and that there is fairness in the distribution of training resources.

The policy further aims at equipping the Parliamentary Service employees with the necessary knowledge, skills and attitudes which will in turn facilitate appropriate placement and succession management.

The implementation of the various strategies outlined in this policy will go a long way in enhancing service delivery in the Parliamentary Service.

The Clerk/Chief Executive  
Kenya National Assembly

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## ABBREVIATIONS

LEGCO	-Legislative Council
PALSCOM	-Parliamentary Service Commission
KNA	-Kenya National Assembly
MPs	-Members of Parliament
HRD	-Human Resource Development
TNA	-Training Needs Assessment
TIA	-Training Impact Assessment
KNA-TC	-Kenya National Assembly Training Committee
DPM	-Directorate of Personnel Management
CHE	-Commission for Higher Education
SDS	-Service Delivery Survey

## DEFINITION OF TERMS

**“CAPACITY BUILDING”** means the provision of adequate intellectual capacity, physical facilities, equipment, working tools, and a supportive work environment. It is also concerned with strengthening of organizational structures, systems and procedures. Capacity building is characterized by transparent decision making.

**“DEVELOPMENT”** means the process of providing employees with conceptual skills for general duties.

**“ON-THE-JOB TRAINING”** means training by which an employee learns various aspects of his/her job while at the same time actually performing these tasks.

**“OFF-THE-JOB TRAINING”** means training by which an employee undertakes training about the job outside his/her work environment.

**“PERFORMANCE APPRAISAL”** means assessment by the supervisor through mutual understanding of what is expected of staff, how well they are doing and how they can do better. It is a control practice which benefits the employee, the management and the department.



**“SUCCESSION MANAGEMENT”** means strategy in human resource development of preparing employees to take up higher positions and responsibilities in employment from those who are promoted, resign for greener pastures or retire from the service.

**“TRAINING”** means a deliberate and systematic process of providing employees with specific knowledge and skills in order to enable them perform specific tasks.

**“PARLIAMENTARY SERVICE STAFF”** means the staff in the employment of the Parliamentary Service Commission whether on Contract or Permanent and Pensionable terms

## CHAPTER ONE

### 1.0 INTRODUCTION

#### 1.1 Background

The Kenyan Parliament has a long and unique history and occupies a special position in society. The Kenyan Parliament has its origin in the establishment of the Legislative Council (LEGCO) in 1907 during the colonial period.

Since then, it has grown to a near autonomous entity with the establishment of the Parliamentary Service Commission (PALSCOM) in 1999. The Parliamentary Service Commission was created in accordance with section 45 A of the constitution of Kenya and The Parliamentary Service Act was enacted in 2000 to detach staff in the Kenya National Assembly (KNA) from the mainstream civil service. PALSCOM effectively became the employer of the Kenya National Assembly staff.

PALSCOM mandate among others is to provide services and facilities for proper and effective discharge of the role and function of Parliament and individual Members of Parliament (M.P.s) in accordance with the provisions of section 45B(5)(C) of the constitution of Kenya which tasks PALSCOM *“to provide such services and facilities as necessary to ensure efficient and effective function of the Assembly.”*

This new functional autonomy of the National Assembly has witnessed radical changes and reforms in terms of structure and operations. It was in light of this and the wider government paradigm shift in training and development that the Parliamentary Service Commission recently established the Human Resource Development (HRD) service. This service will facilitate staff to acquire skills, knowledge and right attitudes that will enable them perform tasks efficiently and effectively. In addition, it will bring out motivation of staff, giving rise to:-

- ◆ improved work performance,
- ◆ willingness to accept greater responsibilities,
- ◆ retention of highly qualified personnel and
- ◆ improved responsiveness and accountability.

This Policy Document will provide guidelines towards this endeavor.

The expectations of this policy are that the training offered to Parliamentary staff will meet the organizational goals and objectives; it will be demand – driven and linked to identified needs. Sound training plan will be developed to enable the Commission monitor and evaluate its training programmes.

This policy document has the following components:-

- (i) Introduction
- (ii) General guidelines
- (iii) Capacity building

- (iv) Funding for training programmes
- (v) Performance management
- (vi) Evaluation of training.

## 1.2 Rationale for the Policy

A training and development policy is essential in influencing a shift towards results oriented management, better utilization of resources, cost effectiveness and improved service delivery.

The Parliamentary Service Commission recognizes that for any organization to have a competitive edge, Human Resource Development is very critical. In the past, lack of a comprehensive training and development policy led to an unco-ordinated and *ad hoc* approach to training and development. This always resulted in a mismatch between training outputs and organizational needs, under utilization and misplacement of personnel among others. This policy seeks to address this anomaly.

The policy clearly articulates the goals, objectives and guidelines regarding training and development. At the same time it covers skills development activities and capacity building.

The implementation of this policy will make training and development more relevant since it will be based on the actual identified needs. It will also lead to a strengthened Kenya National Assembly staff with the capacity to improve service delivery and ultimately steer the institution towards a learning organization.

### 1.3 Goal Statement

The goal of this policy is to affirm the Parliamentary Service Commission's commitment to training and development of its staff and at the same time act as a blue print for the management of the training and development function at the National Assembly.

### 1.4 Objectives of the Policy

The specific objectives of this policy are to:-

- i. ensure that training and capacity building activities advance national goals and organizational objectives,
- ii. streamline the system of identifying staff for training,
- iii. develop high level of competence among staff with a view to enhance effectiveness, efficiency and overall productivity,
- iv. provide a basis for succession planning and management,
- v. ensure that funds for training and development are focused on priority areas,
- vi. enhance gender equity,
- vii. develop and apply standards and measurements, which link training outputs to performance, and
- viii. source and allocate funds for training.

### 1.5 Scope and eligibility for training

All Kenya National Assembly staff shall be eligible for skill development training in accordance with their terms

and conditions of service as stipuated in their their scheme of service and in the Commission's code of regulations.

Eligibility for training shall also be based on the following:-

- (a) priority area/need of the organization
- (b) relevance of the training programme with regard to the officer's current duties and responsibilities,
- (c) functions of the organization, and;
- (d) seniority

Each employee is expected to undergo at least 5 day training programme per year as is the standard practice in most public organizations.

## CHAPTER TWO

### 2.0 GENERAL GUIDELINES

#### 2.1 Induction

In order to make effective use of newly appointed and deployed employees, supervisors shall carry out Induction programmes for such employees. They have to ensure that employees are made to feel wanted and accepted by the immediate team.

Efforts will have to be made for the new employee to quickly acquaint and bond with the new team or work group.

Induction process therefore will entail the following:-

- ◆ Role definition
- ◆ Mentoring
- ◆ Socializing
- ◆ Highlight of communication channels and;
- ◆ Training

#### 2.2 Training Needs Assessment (TNA)

Training needs assessment (TNA) is a performance audit that generates and provides the management with analytical information on the inadequacies of knowledge and skills that inhibit an organization from attaining its objectives. This then acts as a sound basis for management decisions on training and development for improved performance and service delivery.

All training in the National Assembly will be based on comprehensive training needs assessment to be conducted on annual basis in each department. For effective assessment of training needs, departments will be required to establish, maintain and update skills inventory for all their staff.

The following guidelines shall apply to the administration of training needs assessment (TNA):

- a) TNA shall be carried out annually.
- b) TNA shall be carried out at three levels, namely; individual, departmental and organizational.
- c) It shall be the responsibility of the departmental heads/supervisors in consultation with the Human Resource Development (HRD) department to review training needs for staff working under them.
- d) The annual performance appraisal reports shall also be a recognized tool for identifying individual and departmental needs.

### **2.3. Training Programmes/Training Projections**

Based on the identified needs, the following should apply;

- (a) a training master plan is prepared annually,
- (b) that the training programmes support the organizational strategies and objectives based on priority areas,



- (c) training shall assist commission employees to take up new responsibilities,
- (d) training programmes shall be built into the strategic plan and the overall corporate direction of the organization and that the programmes shall be integrated, holistic and part of long term planning,
- (e) a pool of professionally qualified and competent trainers and training providers is established,
- (f) training programmes are relevant, upto date, systematic and cost effective and that:-
- (g) there shall exist an effective evaluation and feedback mechanism.

#### 2.4 Training Methodology

The emphasis will be on both **on-the-job** and **off-the-job** training depending on the individual needs of the employee and the organization.

##### (a) On-the-Job Training

The techniques to be applied when administering this type of training will include:-

- ◆ Orientation and induction of newly employed staff.
- ◆ Coaching, mentoring and counseling.
- ◆ Job rotation, enlargement and enrichment
- ◆ Projects and assignments.
- ◆ Job appraisal
- ◆ Supervision and observation.

**(b) Off-the-job training.**

The Commission will also encourage off-the-job training which will include such techniques as:-

- ◆ seminars, workshops and conferences
- ◆ secondments
- ◆ study tours
- ◆ local and overseas courses and;
- ◆ Attachments.

**2.5 Selection of Trainees.**

Selection of trainees will be based on identified needs with emphasis on training for performance quality and improved service delivery.

The selection process shall be coordinated by the Human Resource Development (HRD) service in conjunction with the Kenya National Assembly Training Committee (KNA-TC), respective departments and where necessary the Directorate of Personnel Management (DPM).

**2.6 Course Approval**

- (a) The PALSCOM shall continue to grant course approval for employees proceeding on training in accordance with the schemes of service, the Commission's code of regulations and other relevant administrative circulars.
- (b) An employee on an approved course of study will be deemed to be on duty and shall be entitled to the requisite benefits as may be

applicable and shall be subject to sanctions and regulations as stipulated in their terms and conditions of service.

- (a) Employees are encouraged to pursue courses in local institutions. However, where preferred courses are not offered locally the Commission may consider approving pursuance of such courses outside the country.
- (b) The Commission will only sponsor long courses (6 months and above) for officers who are on permanent & pensionable terms of service and are not more 50 years of age. The courses must be in areas considered critical to the Parliamentary Service.

*NB:-Local courses shall be approved by the Staff Training Committee while for courses tenable outside the country, the Training Committee shall make recommendations to the Board of Management for approval.*

- (e) Reimbursement of training expenses – The Commission will refund training expenses to individuals who pursue relevant courses and which have been approved by the Staff Training Committee at the rate to be determined from time to time by the Board of Management.

## **2.7 Completion of Training**

An employee whose training has been approved shall be expected to successfully complete the course within the stipulated period and resume duty.

The Commission will only recognize examinations administered and certificates awarded by legally recognized

bodies accredited and approved by the Commission for Higher Education (CHE).

## 2.8 Bonding

The Commission may refund tuition and examination expenses on approved courses and in areas it considers critical to the Commission and at the rates to be determined from time to time subject to availability of funds.

To ensure that the Parliamentary Service benefits adequately from the skills acquired by employees who have undergone training with the assistance of the commission either fully or partially, the commission will bind the officers to serve in the Parliamentary Service for a specific period of time upon completion of the training as follows:

Course Duration	bonding period
6 months but less than one year	1 year
1 to 2 years	2 years
More than 2 years	3 years

*N/B when an officer under bond obligation decides to terminate his/her service with the commission prematurely, he/she will be required to redeem the bond in full which will be an amount equal to the total cost of training.*

## 2.9 Management and Co-ordination of Training

The management and co-ordination of training in the Kenya National Assembly shall be the responsibility of the Human Resource Development (HRD) department in liaison with the Training Committee.

### **The Training Committee**

The PALSCOM shall establish a Training Committee appointed in writing by the Chief Executive whose membership shall comprise representatives of all Directorates. The Human Resource Development service shall provide professional and technical support to the Training Committee. Heads of departments shall be the focal/contact persons.

### **Role of the Training Committee**

The Training Committee shall perform the following roles:-

- ◆ formulate and review training and development policy
- ◆ offer necessary guidance on the management of the training function.
- ◆ recommend demand-driven training for staff of the Kenya National Assembly.
- ◆ ensure that the Commission has made adequate budgetary provisions for the training function.
- ◆ prioritize training requirements of the National Assembly staff on the basis of training needs assessment. (TNA).
- ◆ approve the Annual Training master plan and;
- ◆ course approval.

## CHAPTER THREE

### 3.0 CAPACITY BUILDING

Capacity building is concerned with the provision of adequate intellectual capability, physical facilities and a supportive work environment. Intellectual capability is enhanced through work experience and in-service training.

Physical facilities are improved through additional procurement and adequate maintenance while conducive work environment is promoted through provision of adequate and clean office space, equipment and working tools. It also entails ensuring that employees are properly placed to enable them apply their knowledge and skills.

Employees will be encouraged to improve their individual capabilities at their own cost and time through undertaking courses that are relevant to their work in order to achieve improved performance and facilitate career development.

## CHAPTER FOUR

### 4.0 FUNDING FOR TRAINING PROGRAMMES

In order to meet the financial requirements for Training and Development, the Commission will;

- a) endeavor to source for more funds from the exchequer to meet the training needs of all its employees,
- a) ensure that funds received from the exchequer shall be utilized entirely for training purposes,
- b) maintain a training item in the budget, which will be provided for from the exchequer,
- c) undertake proactive measures to identify and mobilize untapped resources in private sector organizations, non-governmental organizations networks and development partners to supplement government training and capacity building efforts.

## CHAPTER FIVE

### 5.0 PERFORMANCE MANAGEMENT

#### 5.1 Definition and Purpose

Performance management is a system through which organizational and individual staff work assignments are assessed for the purpose of improving productivity.

The system is developed within agreed frameworks of performance standards and targets in order to achieve objectives and goals of an organization.

Good performance management links organizational planning and programme implementation in that it;

- ◆ recognizes and rewards good performance,
- ◆ identifies performance gaps;
- ◆ encourages organizational learning,
- ◆ provides mechanism for rectifying poor performance, and,
- ◆ promotes effective communication as a key aspect that enables staff understand and embrace the strategic goals of an organization.

#### 5.2 The way forward on performance management.

The Training and Development Policy will require clear performance management systems in the National Assembly that are results-oriented in approach. This will



entail development of appropriate strategic management practices. The departments will be required to develop and implement their own strategic plans with clear visions, missions and strategic objectives to be achieved within a specified time frame. Thus strategic plans will provide the basis for each department's operations and will include the following among others;

- ◆ target setting
- ◆ preparation of work plans
- ◆ effective performance appraisal
- ◆ preparation of service charters
- ◆ service delivery surveys (SDS) to establish performance status
- ◆ service delivery improvement programmes put in place, and;
- ◆ benchmarking.

## CHAPTER SIX

### 6.0 EVALUATION OF TRAINING

#### Meaning

Evaluation refers to any attempt to obtain information (feedback) on the effect of a training programme and assess the value of training in light of that information.

#### Purpose

- (a) provides feedback on quality, design and delivery of training activities,
- (b) information so obtained can add to the body of knowledge on training principles and practices,
- (c) measure effectiveness of transfer of learning back to the workplace,
- (d) assess the relationship between training programmes and organizational goals.

In view of the foregoing, the Commission shall evaluate training programmes as follows:-

- ◆ The Commission shall carry out training validation on continuous basis, e.g., requiring officers to prepare and submit reports upon completion of courses (within one month).
- ◆ Carrying out Training Impact Assessment (T.I.A) on regular basis.

- ◆ Supervisors shall be responsible for monitoring and evaluating the impact of training programmes at both individual and organizational levels. This process will assist in determining future training needs for both individual and departments.

#### **Conclusion**

This policy outlines measures that the Parliamentary Service Commission will undertake to make its employees better equipped to meet the emerging challenges in the world of work. The implementation of the policy calls for effective and prudent management and utilization of available resources and proper co-ordination of training programmes. The process will be closely monitored and evaluated to ensure maximum and timely achievement of desired results.

#### **Recommendation**

The Committee is requested to consider the contents of this paper and recommend to the Commission that they be implemented.