

REPORT
on the
WORKING OF THE
PUBLIC SERVICE COMMISSION
OF KENYA
for the year
1988

PUBLIC SERVICE COMMISSION OF KENYA
1988 ANNUAL REPORT

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INTRODUCTION BY THE CHAIRMAN

As I have said on many occasions before, it usually gives me great pleasure whenever I am called upon to perform the task of introducing the Annual Report on the Working of the Public Service Commission of Kenya. I am normally very delighted in performing this role because of one basic belief: "That the Public Service Commission plays a vital role in determining the direction, the quality and the quantity of the Civil Service at any given moment in time." If this belief holds true, and I believe it does, then it is most important that the Public Service Commission makes itself understood by those very institutions that it is supposed to be servicing. One way of creating this type of understanding is through a report of this nature.

1988 was quite a unique year in our history. We celebrated with pomp and decorum the 25 years of our independence and the 10 Great Years of Nyayo Government under His Excellency President Daniel T. arap Moi. The success of these two national occasions attested to the effective and efficient organizational capacity of the public service. Indeed our public service is an institution which we should be proud of and continually strengthen and motivate.

The work of this Commission is both unique and demanding. It calls for both loyalty and committed dedication on the part of those charged with the responsibility of carrying out the constitutional functions of the Commission. These constitutional functions require that when the Commission is dispensing its duties, the dispensation is done in a manner that will ensure complete objectivity on the part of the Commissioners. They also require that when cases are presented to the Commission, they are dealt with both accurately and with speed.

I am personally satisfied that in 1988, the Commission was able to fulfil its constitutional obligations quite well. I would therefore like to take this opportunity to thank both the Commissioners and the Secretariat. I would also like to urge that more effort be made by the two parties to ensure that a repeat performance, if not better, is attained during the coming year, 1989.

I cannot forget to thank the other ministries, departments and institutions with whom the Commission had to deal with during the year under review. In particular, I wish to give special thanks to the Office of the President, for without their prominent co-operation, the work

of the Commission could not go on as smoothly as it did during 1988. It is in the interest of the service that similar co-operation be accorded to the Commission during the year 1989 and be extended into the future.

In conclusion, I wish to express my deeply felt indebtedness to the President for appointing me the Chairman of the Commission and guiding me in the discharge of the functions of this important institution.

J. S. MATHENGE,
Chairman.

FOREWORD FROM THE SECRETARY'S DESK

The year 1988 presented unique challenges to the Kenyan nation as a whole and to the Civil Service in particular. It was during the year 1988, that we Kenyans celebrated the 25th Anniversary of our Independence and 10 Great Years of His Excellency President Moi's leadership.

The nation was very proud to show to the world the fruits of peace, love and unity and the unprecedented prosperity in all fields of our national endeavours since 1963.

Central to these achievements is the role of the civil servants and its employment agency, the Public Service Commission of Kenya. The year 1988, had many varied and involved activities on the part of the Civil Service. These very complicated and most important national activities could only be managed effectively if those charged with the responsibility of implementing them had the necessary skills, commitment and dedication. In this context, the Public Service Commission of Kenya congratulates those civil servants who made the two occasions the success that were.

The success with which the activities of 1988 were conducted could easily and should be used to signify the fact that the Kenya Civil Service is fairly equipped with men and women of fairly good integrity, commitment and effectiveness. Men and women endowed with fairly sharp skills that are needed for the management of public affairs. This responsibility of ensuring that men and women holding public offices in the Civil Service are of high calibre, integrity as well as being endowed with the appropriate skills, rests with the Public Service Commission of Kenya, a constitutional body established under an Act of Parliament. One of the Commission's cardinal principles, is that when selections to fill vacant posts in the Civil Service are being done, genuine effort must be made to select officers whose character and personal traits reflect their ability to give service with loyalty and dedication. This demands that the Commission must look for strong but very humbled personalities. This is usually a difficult balance to strike. Yet it is important for the service to have such personalities and hence the Commission must endeavour in every case of selection to strike this delicate balance.

It is also the duty of the Commission to ensure that there is proper balance between the numerical strength of personnel and the service rendered to the "Wananchi". The Commission has to bear in mind

the fact that the Civil Service of today plays a central role in assisting Government efforts in policy formulation, analysis of such policies, implementation of the same as well as providing the necessary management skills to development programmes. In short, the role of the Civil Service is more than that of the maintenance of law and order. It also must be seen as the means of delivery of service, both socially and economically, to the "Wananchi", with the eventual objective of uplifting their standard of living.

To this end, the fundamental role played by the Public Service Commission should be seen as being that of making sure that the efficiency, effectiveness, commitment and dedication to duty of Civil Servants is reviewed and motivated constantly if not rigorously.

The Public Service Commission itself cannot carry out all its functions or even be able to run smoothly without the assistance of an effective and dedicated Secretariat. I am personally satisfied that the Secretariat did a commendable job during the year. It is my wish that they continue to do so and adopt a working pattern that is exemplary to the rest of the public service. The team at the Commission during the year under review worked very harmoniously and it is my top priority to keep this spirit up during the years ahead of us. I am therefore calling on every officer within the Secretariat not to relax but to redouble their efforts towards achieving even higher standards of unity and co-operation and performance with necessary speed and accuracy.

In conclusion, I wish to thank the ministries for the co-operation rendered to the Commission in 1988. In particular, special thanks go to the Permanent Secretary/Secretary to the Cabinet and Head of Public Service for the advice and guidance which was always forthcoming. The same can be said of the role of the Permanent Secretary/Directorate of Personnel Management and the Permanent Secretary/Ministry of Finance. I was also gratified to see improved attendance to the pre-Selection and Selection Board Meetings throughout the year by senior ministerial/departmental representatives.

As we move towards the Golden Jubilee, the Commission fully re-dedicates itself to more effectiveness, fairness and efficiency in discharging the duties attached to its constitutional portfolio and to loyalty to the country.

W. K. K. KIMALAT,
Secretary.

COMPOSITION OF THE COMMISSION

The composition of the Commission during the year under report was as below:

Chairman:

Mr. J. S. Mathenge.

Deputy Chairman:

Mr. E. Mwakio.

Commissioners:

1. Mrs. F. M. Otete.
2. Mr. P. A. N. Itebete.
3. Mr. D. M. Mureithi.
4. Mr. M. T. ole Marima.
5. Miss M. Tonje.
6. Mr. J. N. Kiiio.
7. Miss M. N. Gichuru.
8. Mr. A. M. Miriti.
9. Mr. O. S. Farah—From 15th February, 1988.
10. Mr. D. A. Tamaro—From 15th February, 1988.

Functions

The Public Service Commission of Kenya is a body established under section 106 of the Constitution of the Republic of Kenya. Section 107 of the Constitution vests in the Commission the power to appoint persons to hold or act in offices in the Public Service including local authorities, the power to exercise disciplinary control over persons holding or acting in such offices and the power to remove such persons from office.

STAFF OF THE COMMISSION

1. Members of Staff

Secretary to the Commission:

Mr. W. K. K. Kimalat.

Deputy Secretaries:

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

Under Secretaries :

1. Mr. P. J. Kinyua.
2. Mr. S. M. Kuguru.

Senior Under Secretaries :

1. Mr. J. W. O. Seda.
2. Mr. W. O. Deya.

Principal Personnel Officer :

Mr. M. M. Mbogo.

Chief Personnel Officers :

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

Senior Assistant Secretaries :

1. Mrs. S. R. Olwana.
2. Miss R. N. Legis.
3. Mr. N. J. Ondijo.

Senior Personnel Officers :

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

Senior Executive Officer :

Mrs. J. N. Muhuni.

Assistant Secretaries I, II and III :

- Mr. B. Madete.
2. Mr. D. M. Mwaluma.
 3. Mr. P. K. Njoroge.
 4. Miss C. W. Ngibuini.
 5. Mrs. S. Baltazar.

Assistant Secretaries Cadets :

1. Miss C. W. Gatama.
2. Mrs. P. W. Davin.
3. Mr. J. K. Ngeno.
4. V. G. Okioma.

Personnel Officers II :

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

Executive Officer II :

Mr. J. K. Mburugu.

Accountant II :

Mr. J. B. Ofwata.

Senior Personal Secretaries :

1. Mrs. S. K. Omido.
2. Mrs. M. N. Njeru.

Senior Personnel Officer :

Mrs. R. M. Ondieki.

Personal Secretaries I and II :

1. Mrs. W. W. Mbogori.
2. Mrs. J. Mango.
3. Miss H. Kisia.
4. Miss G. A. Kareha.

Shorthand Typists I :

1. Mrs. Z. J. Aseso.
2. Miss S. M. Wanjiru.
3. Mrs. M. N. Muguchu.
4. Miss M. Ogutu.
5. Mrs. E. Mbuchu.
6. Miss L. Bisonga.
7. Miss W. Omenda.

Shorthand Typists II :

1. Mrs. J. K. Miriti.
2. Miss L. Densari.
3. Mrs. M. N. Mbuthia.
4. Miss B. A. Abade.
5. Miss R. C. Boinett.
6. Miss C. Wagumba.
7. Miss L. K. Mwatete.
8. Miss N. M. Gichana.
9. Miss G. Mzera.
10. Mrs. W. J. Chemngorem.
11. Miss M. W. Kinyanjui.

Supplies Assistant :

Mr. D. G. Kihungi.

Personnel Assistants :

1. **Mr. J. N. Mwangi.**
2. **Mr. C. K. Nzinzi.**

Executive Assistant :

Mrs. J. Onsongo.

Accounts Assistants :

1. **Mr. M. K. Mbatia.**
2. **Mr. D. A. Akaka.**
3. **Mr. W. O. Ouko.**
4. **Mr. E. O. Sigana.**
5. **Mr. W. Kyengo.**

Senior Clerical Officers :

1. **Mr. P. W. Kariuki.**
2. **G. M. Kaloki.**
3. **Mr. E. K. Muriithi.**
4. **Mr. F. M. Mwaura.**
5. **Mr. J. C. Mwangi.**

Higher Clerical Officers :

1. **Miss M. W. Karonji.**
2. **Mr. G. D. Gitura.**
3. **Mr. J. K. Wanangwe.**

Drivers :

1. **Mr. G. O. Esilaba.**
2. **Mr. J. Byegon.**
3. **P. G. N. Njihia.**
4. **Mr. O. A. Muleshe.**

Telephone Operators :

Miss G. Muthoni.

Copy Typists :

1. **Miss J. N. Mugo.**
2. **Miss M. Aduda.**
3. **Mrs. V. N. Njau.**
4. **Miss J. Marenya.**
5. **Mrs. M. Maiko.**

6. Miss V. L. Mshiki.
7. R. N. Kamunyu.
8. Mrs. M. Orwenyo.
9. Mrs. E. Njiraini.
10. Mrs. E. Okite.
11. Mrs. J. W. Nderitu.
12. Mrs. M. Biage.
13. Miss J. Mutisya.
14. Miss M. K. Chirchir.
15. Miss M. L. Ali.
16. Miss J. Siwa.
17. Mrs. C. Mbogo.

Clerical Officers:

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

Receptionist Assistants III :

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

Subordinate Staff :

1. Mr. S. J. Kahindi.
2. Mr. J. N. Masila.
3. Mr. N. Njuguna.
4. Mr. O. 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. N. Kereu.
17. Miss R. N. Murianki.
18. Mr. C. O. Ayuoyi.
19. Miss L. K. Mutwamwari.
20. Mrs. D. Ongaya.
21. Mr. V. O. Olumbe.
22. Mr. D. Tirra.
23. Mr. D. M. Munyaka.
24. Mr. K. Mutito.

2. Approved Establishment

The following was the staff establishment for the period 1st January, 1988 to 31st December, 1988.

Designation	Approved Posts	In-Posts	Vacancy	Over Establishment
1. Secretary	1	1	0	0
2. Deputy Secretary ..	2	2	0	0
3. Under Secretaries ..	6	4	2	0
4. Senior Assistant Secretary	5	3	2	0
5. Principal Personnel Officer	2	1	1	0
6. Chief Personnel Officer	3	2	1	0
7. Senior Executive Officer	1	1	0	0
8. Senior Accountant ..	1	0	1	0
9. Senior Personnel Officer	9	6	3	0
10. Senior Personal Secretary	3	2	1	0
11. Executive Officer I ..	1	0	1	0
12. Accountant I	1	0	1	0
13. Personnel Officer I ..	7	0	7	0
14. Personal Secretary I ..	15	1	14	0
15. Assistant Secretary I, II and III	5	5	0	0
16. Assistant Secretary Cadet	3	4	0	1
17. Executive Officer II ..	2	1	1	0
18. Accountant II	2	1	1	0
19. Personnel Officer II ..	2	2	0	0
20. Personal Secretary II ..	2	3	0	+1
21. Executive Assistant ..	2	1	1	0
22. Caretaker	1	0	1	0
23. Accounts Assistant ..	5	5	0	0
24. Personnel Assistant ..	5	2	3	0
25. Supplies Assistant ..	1	1	0	0
26. Shorthand Typists II & I	16	18	0	+2
27. Senior Clerical Officer ..	12	5	7	0
28. Supplies Assistant II ..	1	0	1	0
29. Telephone Operator ..	2	1	1	0
30. Clerical Officer	35	32	3	0
31. Copy Typist	20	17	3	0
32. Driver	5	4	1	0
33. Cleansing Supervisor III	1	1	0	0
34. Receptionist Assistant III	6	7	0	+1
35. Subordinate Staff ..	24	23	1	0
TOTAL	209	156	58	5

3. Promotions

The following officers were promoted during the year 1988 between 1st January, 1988 and 31st December, 1988.

1. Dr. J. A. WaTindi —promoted to Deputy Secretary, job group “Q”, with effect from 1st September, 1988.
2. Mrs. M. N. Njeru —promoted to Senior Personal Secretary job group “K”, with effect from 1st July, 1988.
3. Mrs. S. K. Omido —promoted to Senior Personal Secretary job group “K”, with effect from 1st July, 1988.
4. Mr. W. O. Ouko —promoted to Accounts Assistant job group “G”, with effect from 29th April, 1988.
5. Mr. D. A Akaka —promoted to Accounts Assistant job group “G”, with effect from 1st July, 1988.
6. Miss G. A. Kareha —promoted to Personal Secretary II job group “H”, with effect from 12th February, 1988.
7. Mrs. E. W. Mbuchi —promoted to Shorthand Typist I job group “G”, with effect from 14th April, 1988.
8. Miss W. Omenda —promoted to Shorthand Typist I job group “G”, with effect from 14th April, 1988.
9. Miss M. Ogutu —promoted to Shorthand Typist I job group “G”, with effect from 14th April, 1988.
10. Miss L. Bisonga —promoted to Shorthand Typist I job group “G”, with effect from 19th October, 1988.
11. Mr. N. J. Ondijo —promoted to Senior Assistant Secretary job group “M”, with effect from 2nd June, 1988.
12. Mr. B. M. Madete —promoted to Assistant Secretary I job group “L”, with effect from 2nd June, 1988.
13. Mr. W. Kyengo —promoted to Accounts Assistant job group “G”, with effect from 7th December, 1988.
14. Mr. E. O. Sigana —promoted to Accounts Assistant job group “G”, with effect from 7th December, 1988.

4. Newly Appointed Officers During 1988

	<i>Date</i>
1. Mr. J. K. Mburugu—Executive Officer II	8-1-88
2. Mr. V. G. Okioma—Executive Officer II	14-1-88
3. Miss M. L. Ali—Copy Typist	18-1-88
4. Mr. G. G. Mutahi—Clerical Officer	20-1-88
5. Mr. J. K. Ngeno—Assistant Secretary Cadet	25-1-88
6. Miss P. Muturia—Shorthand Typist I	2-6-88
7. Miss J. Siwa—Copy Typist II	22-8-88
8. Miss M. Kinyanjui—Shorthand Typist II	22-8-88
9. Miss V. L. Mshiki—Copy Typist I	22-8-88
10. Mr. N. G. Mwendah—Clerical Officer	19-9-88
11. Mr. W. K. Cheruiyot—Clerical Officer	25-9-88

5. Posting to the Commission—1988

Mr. Davies M. Mwaluma, Assistant Secretary I, was posted from Teachers Service Commission to Public Service Commission, with effect from 1st September, 1988.

6. Resignations

1. Mr. K. M. Birgen, Clerical Officer, resigned with effect from 11th January, 1988.
2. Mr. L. L. Ntoyai, Clerical Officer, resigned with effect from 1st November, 1988.
3. Mr. R. O. Alula, Accountant I, resigned with effect from 11th April, 1988.
4. Mrs. L. A. Anduuru, Personnel Officer I, resigned with effect from 23rd March, 1988.
5. Miss P. Muturia, Shorthand Typist I, resigned with effect from 11th July, 1988.
6. Miss C. Kandie, Shorthand Typist II, resigned with effect from 1st August, 1988.

7. Retirements

1. Mr. P. G. J. Waithaka, Under Secretary, retired from the service with effect from 1st February, 1988.
2. Mr. E. C. A. Aliongo, Under Secretary, retired from the service with effect from 7th September, 1988.

8. Dismissals

During the period under review, a driver and a telephone operator were dismissed from the service.

RECRUITMENT AND SELECTION DIVISION

During the year under review the Recruitment and Selection Division of the Commission was able to fulfil its role with both efficiency and effectiveness. It is the responsibility of this section to ensure that the Commission's weekly programmes are efficiently organized and effectively run. In 1988, the total number of Commission weekly meetings reached 48. During those 48 meetings, the Public Service Commission was able to consider and deliberate on more than 3,247 items on the agenda. To this end, the contribution of the Recruitment and Selection Section is vital. It is this section which is responsible for generating the day to day work programmes for the Commissioners. This section makes sure that posts declared to the Commission by ministries/departments are advertised in the Press (*Kenya Times* and *Kenya Gazette*) promptly and accurately. It also ensured that applications received in response to such advertisements are sorted out, filed quickly and accurately. Listing of the names of the candidates is processed quickly. This vital role was effectively carried out during the year under review.

This is followed by notes writing which has to be done by officers of this section with a view to ensuring that the applicants are qualified in terms of the requirements of the advertisement. These officers are the ones who attend Preliminary Selection Boards with their notes to guide the board so that only those candidates who meet all the qualifications stipulated in the advertisement get shortlisted. This bit of work went on fairly smoothly during 1988.

During the year 1988, a total of 2,034 vacancies were reported to the Commission. Out of this number, a total of 476 advertisements were made through the local Press, *Kenya Times* and the *Kenya Gazette*. In response to these advertisements, 9,890 applications were received at the Public Service Commission. The staff at the Application Section, together with the officer handling the programme as well as the one responsible for sending out invitation letters to candidates had to work extremely hard to ensure the situation was well contained throughout the year. In fact, the co-operative spirit emanating from every one of them demonstrated the need to have every employee perceive themselves as being both workers and managers. Many organizations do fail to attain their goals simply because of creating clear borderlines between workers and managers. Here in the Recruitment and Selection Section, it is suggested that managers should, at times, be advised to see themselves as workers. Similarly, the so called workers are encouraged to view themselves as being capable of having good ideas and feeling free to share or to offer them whenever the occasion arose.

Each employee should be made to feel fully committed to the contribution of making the total. He or she ought to realize that without that little contribution of his/hers the whole can never come into

being. The messenger should understand that delaying a file in one place instead of getting it where it is wanted, amounts to delaying a decision. Delaying such a decision may be as serious as denying another person somewhere of his daily bread which is most unjust and which could be avoided by just a little bit more effort and genuine willingness to be of some help to the others.

In the same year the Commission authorized 6,124 appointments arising out of the advertised vacancies. Also there were 3,101 appointments which were authorized arising out of other situations. Such situations present themselves when Selection Boards are informed of changes in the vacancies within ministries/departments at the time of shortlisting. Others come as a result of promotions effected by the Commission itself. In such cases the Commission just went ahead and appointed candidates if such candidates were found to be qualified in terms of the job specification relating to such posts.

The year 1988 was quite remarkable in terms of improvement towards the attendance of Pre-Selection and Selection Boards meetings by ministries/departmental representatives. This is another mark of what joint efforts in terms of co-ordination can help us to achieve. It is hoped that similar standards shall be achieved or surpassed during the following year.

In the same year the Public Service Commission published 30 advertisements in both *Kenya Times* and the *Kenya Gazette* for pre-service trainee posts. In response to these advertisements, 8,093 applications were received from school leavers both "A" and "O" level graduates. In processing the applications, 3,058 candidates were shortlisted, interviewed and 597 of them were selected to fill some of the 681 trainee posts which had been declared to the Public Service Commission. Obviously there remained 84 posts which could not be filled despite the huge number of applicants. These posts were in the technical fields whereas most of the applicants offered art subjects. They lacked the science subjects required for them to qualify.

It is worth noting that the section continued the processing of indents received from ministries/departments and local authorities during the year 1988. But a number of them had to be referred back to the initiating bodies simply because they were found wanting in one way or another. Some would call for different qualifications or set new conditions deviating from what might have been used before to advertise a similar post. Surprisingly enough, some of those returned had been given the endorsement of the Directorate of Personnel Management. This situation should be avoided under all circumstances.

Like in previous years, indents from local authorities continued to attract unqualified candidates or none at all. Invariably, very many local authorities posts remained unfilled during the year and had to

be re-advertised during the year and even then, some of them still failed to get appropriately qualified candidates. Just as we have suggested in the past, there is still a very great need for the Ministry of Local Government, the Directorate of Personnel Management and the local authorities executive officers, to meet and look for ways and means of streamlining this area. The Public Service Commission may wish to be involved in this exercise. Once this particular area is sorted out it is our hope that a lot of time and money shall be saved.

As usual, the university graduates exercise was programmed to start in September 1988. It actually started as per programme. Two boards were set aside to exclusively interview those graduates who had placed their PSC. 2 forms with the Commission. One board handled applications from Bachelor of Arts together with those of the Kenya School of Law. The other board dealt with applications from graduates holding Bachelor of Science and Commerce.

All in all applications received from the 1988 university crop reached 1,730. In our programming, it was hoped that all the candidates would be appearing for the interview. But by the end of the exercise, only 1,468 candidates had appeared before the interviewing panels. A total of 262 candidates did not appear and the reasons for their failure to appear is still unknown. Hopefully, they got themselves engaged elsewhere.

At the close of the exercise, it became quite clear that not all the interviewed candidates were going to fit within the available posts. In fact by the end of the exercise a total of 1,284 university graduates from the 1988 crop had been fixed in one way or another by the Public Service Commission.

Annual Staff Appraisal Reports

During the year under review there was a remarkable improvement in the way submissions of the Annual Staff Appraisal Reports flowed into the Commission month by month. This was mainly due to the constant concern shown by the Secretary of the Commission whenever he had occasion to take up the matter with his colleagues. At the end of the year, the total submission stood at 61.33 per cent compared to a mere 39 per cent during 1986.

One area that has not yet reached any reasonable level of improvement is the degree of care shown in completing this form. In fact 194 reports had to be sent back for proper completion. More effort needs to be put during the following year to ensure no reports are returned for correction. This can only be achieved if the authorized officers are involved personally in ensuring that reporting officers appreciate and recognize the importance attached to those documents.

In conclusion, a summary of the actual submissions is tabulated hereafter.

1987 ANNUAL STAFF APPRAISAL REPORTS AS AT 30-12-1988

Ministry/Department	Number of Officers in Job Group "G" and above	Total Number of Reports Received so far	Number of Incomplete Reports	Valid Reports Retained	Return %
Office of the President	3,521	2,518	44	2,474	70.25
Ministry of Home Affairs and National Heritage	633	633	—	633	100
Agriculture	2,991	1,809	2	1,807	60.44
Office of the Attorney-General	280	215	19	194	69.29
Commerce	364	225	11	214	58.80
Co-operative Development	1,146	672	1	671	58.56
Culture and Social Services	780	287	—	287	35.79
Education	1,054	649	—	649	61
Energy	210	210	—	210	100
Environment and Natural Resources	691	457	—	457	66.14
Finance	1,785	1,741	—	1,741	97.54
Health	6,162	2,921	31	2,888	46.86
Industry	122	121	—	121	99.19
Information and Broadcasting	1,170	877	2	875	74.79
Labour	494	391	2	389	78.85
Lands and Housing	1,000	1,000	—	1,000	100
Public Service Commission	47	47	—	47	100
Livestock Development	2,220	487	24	463	20.86
Local Government and Physical Planning	230	123	—	123	53.48
Supplies and Marketing	30	24	—	24	80
National Assembly	58	47	—	47	81.04
Planning and National Development	438	303	—	303	69.18
Research, Science and Technology	41	36	—	36	87.81
Tourism and Wildlife	625	405	3	403	64.48
Water Development	2,056	1,211	43	1,168	56.81

1987 ANNUAL STAFF APPRAISAL REPORTS AS AT 30-12-1888—(Contd.)

Ministry/Department	Number of Officers in Job Group "G" and above	Total Number of Reports Received so far	Number of Incomplete Reports	Valid Reports Retained	Return %
Technical Training and Applied Technology	450	202	—	202	44.89
Foreign Affairs and International Co-operation	1,534	841	—	841	54.82
Public Works	2,131	1,806	3	1,803	84.60
Transport and Communications	374	23	1	22	5.88
Judiciary	—	—	—	—	—
National Guidance and Political Affairs	—	—	—	—	—
Regional Development	—	—	—	—	—
Manpower Development and Employment	—	126	—	126	45.99
Exchequer and Audit Department	274	—	—	—	—
Auditor-General (Corporations)	—	—	—	—	—
TOTAL	32,921	20,400	194	20,206	61.33

PERSONNEL AUDIT UNIT

The Commission continued to monitor delegated powers to authorized officers as provided for in Public Service Commission Regulations (9), (22) and the Local Authority (Regulations) 1984, Legal Notice No. 201 of 23rd November, 1984. This was done through the Audit Unit of the Commission. The officers in the Civil Service covered under delegated powers for the year 1988 numbered 214,837 as per staff analysis for job groups A to F as at 31st December, 1988.

Specific Duties Performed During the Year

1. Ministerial Advisory Committee (M.A.C.)/Ministerial Selection Board (M.S.B.) Meetings

During the year under review, a total of 175 M.A.C. meetings were held as opposed to 167 for 1987, which was an increase of about 5 per cent over the previous year. Out of these, Audit Unit was able to attend 148 meetings as opposed to 117 for 1987, an increase of 25 per cent over the previous year. Similarly, there were 142 M.S.B. meetings held as opposed to 158 for 1987 which reflected a decrease of about 15 per cent. The Audit Unit attended 113 meetings; a drop of about 12 per cent. The drop in the number of M.S.B. meetings held was occasioned by lack of business in some ministries while at the same time some new ministries took time to settle down and in the intervening period no meetings were held. As for the drop in attendance, the major cause was short or no notice given to Audit Unit by the ministries/departments concerned. There was also a clash of programmes from ministries coupled with inadequate staff in the Audit Unit.

2. Pre-selection/Selection for advertised posts

During the year under review, there were 46 pre-selection and selection board meetings which filled various posts in the ministries/departments as shown below:

Cadre	Applicants	Interviewed	Selected	Posts
(a) Senior Clerical Officer	8,268	1,139	540	540
(b) Plant Operator ..	1	1	1	1
(c) Telephone Operator	6	—	—	1
(d) Library Assistant ..	4	2	1	1
(e) Driver	38	15	5	5
(f) Watchman	205	140	66	66
(g) Charge Hand	362	281	164	164
(h) Electrician	21	21	3	3
(i) Mason	3	1	1	1
(j) Carpenter	6	5	4	4
(k) Plumber	10	10	5	5
(l) Assistant Cateress ..	7	3	2	2
(m) Assistant Hostel Warden ..	4	2	1	1

As in the previous period the volume of applications for senior clerical officer's posts was the highest at 8,268, yet only 540 posts were available for filling. The reason for this large number of applicants for senior clerical officer posts was because many candidates pass their proficiency examination annually, thus more candidates qualify for consideration for senior clerical officer posts after serving in the grade of higher clerical officer for two years.

3. Translation of terms of service

The Audit Unit continued to analyze all computer products as well as attending M.A.C./M.S.B. meetings in the effort to monitor delegated powers. Following an audit exercise carried out in 1987 to establish the total number of officers serving on temporary terms during the year under review, it was evident that ministries/departments made an effort to have those officers translated to appropriate terms of service as indicated below :

- i. *Probationary Terms.*—During the year under review the M.A.C. translated the terms of 2,472 officers serving on temporary terms of service.
- ii. *Local Agreement.*—There were 3,818 cases of local agreement renewals during the year. This figure represented an increase of about 9 per cent over the previous year's figure. The Audit Unit also sought the assistance of the Director of Computer Services for the provision of various aspects of personnel data through the computer system. In this regard, the director agreed to provide data on quarterly basis in the following areas:
 - (a) Seniority list of officers on posts common to all ministries. During the year under report the computer manager provided seniority list for administrative officers only.
 - (b) A list of all officers serving on temporary terms.
 - (c) All officers who have reached mandatory retirement age. This has been provided as indicated under paragraph 5 below.

4. Vacancies in Civil Service

(a) Job Group "A"—"F" :

The Public Service Commission asked the ministries to submit vacancy position. The results were as follows :

- i. *Vacancy position as at 6th December, 1988 (Job Group "A"—"F")*

<i>Ministry</i>	<i>Vacancies</i>
Energy	35
Foreign Affairs and International Co-operation	11
Planning and National Development ...	40
Auditor-General (Corporations) Department	48
Technical Training and Applied Technology	69
Public Service Commission	10
Supplies and Marketing	108
Research, Science and Technology ...	10
Judicial Department	—
Tourism and Wildlife	141
Co-operative Development	39
National Guidance and Political Affairs ...	83
Industry	23
Exchequer and Audit Department ...	64
Information and Broadcasting	119
Culture and Social Services	77
Home Affairs and National Heritage ...	119
Environment and Natural Resources ...	2,372
Public Works	440
Labour	14
Office of the President	1,210
Health	113
Police Department	71
Education	11
Commerce	97
Finance	58
Livestock Development	325
Water Development	308
Lands and Housing	414
Local Government and Physical Planning	10
Transport and Communications	3
National Assembly	10
Office of the Attorney-General	8
Agriculture	4
Manpower Development and Employment	—

ii. *Job Group H, J and K*

The unit carried out a special exercise in conjunction with ministries to establish vacancies in job groups H, J and K for the purpose of recruitment of graduates. Consequently, a total of 3,175 vacancies were available. Out of these 998 were filled.

5. *Retirement under 55 years' rule*

Another exercise carried out by the Audit Unit was that of officers who have reached 54 years and above for the purpose of determining the number of officers due for compulsory retirement. From the nominal roll of September, 1988, a total of 3,267 officers were found to be 54 years and above in the entire Civil Service. Although the compulsory retirement age is 55 years the exercise revealed that there were about 1,100 officers who were 55 years and above. It was not clear why they are still appearing in the nominal roll when they should have left the service. Some of the main culprits were the Office of the President, ministries of Health, Water and Agriculture. The Audit Unit compiled a list for each ministry/department for verification and comment why the officers so affected have not retired.

The table on pages 19 and 20 illustrates the position.

6. There were 1,321 cases of new appointments sanctioned through Ministerial Selection Boards. That was an increase of 32 cases which was about 2 per cent over the previous year's figure. Similarly, there were 7,378 promotion cases recommended by the Ministerial Advisory Committee/Ministerial Selection Board meetings and approved by the respective authorized officers. That was an increase of 2,298 (which is about 45) over the previous year's figure of 5,080. There were also 3,055 cases of confirmation in appointment recommended by the M.A.C./M.S.B.s. The figure was less by 335 which was 9 per cent below the previous year's figure.

7. *Discipline cases*

A total of 2,266 discipline cases were discussed during the year under review compared to 1,779 for the previous year. That was an increase of 487 cases which was about 27 per cent over the previous year's figure. An analysis of the cases discussed appears in the Appendix at the end of this report.

8. *Acting, Special Duty Allowance and Redesignation*

During the year under review, there were 3,141 cases for special duty allowance out of which 2,946 were recommended for approval and 87 rejected, while 108 were deferred. The figure represents an increase of about 58 per cent over the previous year's figure. There were also 235 cases for acting appointments out of which 228 were recommended, 2 rejected while 5 were referred to the Commission for consideration. There were 261 redesignation cases discussed during the year under review out of which 3 were rejected, the rest recommended.

Ministry/Department	A G B													
	54	55	56	57	58	59	60	61	62	63	64	65	66	67
Co-operative Development	13	3	—	—	—	—	—	—	—	—	—	—	—	—
Exchequer and Audit Department	1	—	—	—	—	—	—	—	—	—	—	—	—	—
Finance	17	2	—	—	1	—	—	—	—	—	—	—	—	—
Tourism and Wildlife	36	27	—	—	—	—	—	—	—	—	—	—	—	—
Foreign Affairs and International Co-operation	—	3	1	—	—	—	—	—	—	—	—	—	—	—
Energy	2	—	—	—	—	—	—	—	—	—	—	—	—	—
Local Government and Physical Planning	2	1	—	—	—	—	—	—	—	—	—	—	—	—
Technical Training and Applied Technology	5	2	—	—	—	—	—	—	—	—	—	—	—	—
Culture and Social Services	19	2	4	—	—	—	—	—	—	—	—	—	—	—
Environment and Natural Resources	326	26	17	4	4	4	—	—	—	—	—	—	—	—
Judicial Department	22	17	1	—	—	3	1	—	1	—	—	8	—	—
Water Development	89	73	45	26	1	15	3	—	—	—	—	18	—	—
Livestock Development	99	39	3	—	6	3	1	—	—	1	—	—	—	—
Information and Broadcasting	15	1	—	—	—	1	—	—	—	—	—	—	—	—
Transport and Communications	55	5	—	—	—	1	—	—	—	—	—	—	—	—
Labour	5	1	—	—	1	1	—	—	—	—	—	—	—	—
Public Works	408	67	6	4	6	3	—	—	2	—	—	—	—	—
Office of the Attorney-General	3	—	—	—	—	1	—	—	—	—	—	—	—	—
National Assembly	3	5	—	—	—	—	—	—	—	—	—	—	—	—
National Guidance and Political Affairs	1	—	—	—	—	—	—	—	—	—	—	—	—	—
Education	49	—	3	—	—	—	—	—	—	—	—	—	—	—
Regional Development	6	9	3	—	—	—	—	—	—	—	—	—	—	—

Ministry/Department	A G E																
	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	70	78
Planning and National Development	5	1	22	8	15	8	4	—	—	2	—	—	—	—	—	—	—
Health	161	62	41	24	56	15	7	5	6	3	2	—	1	1	—	—	—
Office of the President	415	150	—	—	—	—	—	—	—	—	—	—	—	—	2	1	2
Public Service Commission	—	—	—	3	5	—	—	—	—	—	—	—	—	—	—	—	—
Vice-President's Office	101	33	10	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Commerce	2	1	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Agriculture	204	50	16	7	12	2	—	—	1	—	—	—	3	—	—	—	—
Industry	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Supplies and Marketing	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Auditor-General (Co-operations)	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Research, Science & Technology	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Lands and Housing	96	31	5	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Manpower Development and Employment	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
TOTAL	2,160	611	177	76	108	58	16	5	10	6	2	27	5	1	2	1	2

9. *Observations*

Although the provisions of the Personnel General Letter No. 54 of 9th November, 1979 are so clear, during the year under review, some ministries/departments like Agriculture, Local Government and Judicial Department still included for discussion in Ministerial Selection Board cases of translation, renewal of contracts, confirmations etc., which items are clearly meant for Ministerial Advisory Committee meetings. That anomaly was pointed out to the defaulting ministries/departments by representatives from the Audit Unit. It is hoped that the provisions of the said personnel general letter and any other relevant rules and regulations would be observed strictly by all in future.

10. *Statistics*

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

DISCIPLINE CASES

The year under review saw the exit from the service of the then head of the Discipline Section who voluntarily retired under the "50" year rule in September, 1988. The section, however, continued on discharge its assigned duties which include :

- (a) Receiving recommendations from ministries, departments and local authorities for dismissal on various grounds, retirement in the public interest and on medical grounds and reduction in rank.
- (b) Receiving appeals from public and local authority officers aggrieved by the decisions made against them by either the Commission or their authorized officers.
- (c) Preparing briefs on the cases received for the Commission's deliberation and decision.
- (d) Liaising with ministries/departments and local authorities to ensure that all the relevant information on each case received is made available and also to ensure that the right procedure in handling a particular case has been scrupulously observed and the appropriate regulation applied.
- (e) Liaising with the Office of the Attorney-General whenever necessary and particularly when the Commission's decisions are challenged in the High Court.

A large number of discipline cases received by the Commission were found to be incomplete after preliminary scrutiny. In some cases it was evident that proper procedure was not followed in accordance with relevant service regulations. In other cases the relevant information and documents were not forwarded to the Commission. These shortcomings led to long delays and protracted correspondence. During the year under report as many as 30 per cent of the cases had to be returned and 624 reminders sent to the ministries/departments. A breakdown of various discipline and appeal cases determined by the Commission is given below :

(i) Dismissal cases	283	
(ii) Retirement in the Public Interest	60	
(iii) Retirement on Medical Ground	2	
(iv) Compulsory Retirement (50 Years)	3	
(v) Appeal cases	130	were considered
	6	were allowed
	124	were disallowed

CIVIL SERVICE EXAMINATIONS

The Commission is charged with the responsibility of organizing and administering Civil Service examinations. The purpose of these examinations is to provide incentive and test the suitability and eligibility of officers for advancement in the service. During 1988 the Commission conducted four different types of examinations to serving officers as follows:

1. Proficiency Examination for Weights and Measures Assistants—February, 1988.
2. Occupational Tests for Telephone Operators—April, 1988.
3. Administrative Officers' Examinations—August, 1988.
4. Proficiency Examination for Clerical Officers—December, 1988.

I. Proficiency Examination for Weights and Measures Assistants

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

(a) Part I

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

(b) Part II

- Memorandum, Report and Letter Writing.
- Civil Service Regulations 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 subjects relating to each part at one and the same sitting.

1.3. *Performance*

Table I below indicates the performance in this examination for the year 1988. It will be noted that there was marked improvement in performance in 1988 in comparison with the previous year. The percentage pass in all parts I and II rose from 0 to 50 per cent and from 27.3 per cent to 50 per cent respectively in 1988.

TABLE I—PERFORMANCE IN EXAMINATION FOR WEIGHTS AND MEASURES ASSISTANTS

Year	1984	1985	1986	1987	1988
No. of Candidates:					
Part I	6	6	4	1	6
Part II	—	7	14	11	6
No. of Passes:					
Part I	3	2	2	0	3
Part II	—	2	8	3	3
Percentage Pass:					
Part I	50	33.3	50	0	50
Part II	—	28.6	57.1	27.3	50

2. **Occupational Test for Telephone Operators**

2.1. The examination consisted of three (3) tests namely Occupational Tests No. I, II and III. In order to be awarded a full pass a candidate must pass in all the subjects relating to each test at one and the same sitting.

In all these tests the candidates were examined on two subjects: English and Practical. Oral examination in English is offered to candidates who are blind.

2.2. Performance

Table II below shows the comparative figures for the year under review, i.e. 1988. There was no improvement of performance in all tests in 1988 compared to previous year, i.e. 1987. The percentage passes dropped from 52.4 in 1987 to 27.3 per cent in 1988 for Test No. I. For Test No. II percentage dropped from 32.8 per cent in 1987 to 30 per cent in 1988. In Test No. III percentage pass dropped from 10.5 per cent in 1987 to 8.3 per cent in 1988. The performance in Test No. III was poor.

TABLE II—PERFORMANCE IN (O.T.) FOR TELEPHONE OPERATORS

Year	1984	1985	1986	1987	1988
No. of Candidates:					
O.T. I	6	9	29	34	24
O.T. II	39	40	33	61	30
O.T. III	—	—	30	19	24
No. of Passes:					
O.T. I	3	3	15	18	6
O.T. II	22	24	10	20	9
O.T. III	—	—	0	2	2
Percentage Pass:					
O.T. I	50	33.3	51.7	52.4	27.3
O.T. II	55	60.0	33.3	32.8	30.0
O.T. III	—	—	0	10.5	8.3

3. Administrative Officers' Examination

3.1. In this examination, candidates are examined on 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 Africa 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 subject(s) they have failed.

3.3. Performance

The performance in the Administrative Officers' Examination may be discerned from Table III below. The results were worse than the previous year i.e. 1987. The percentage pass dropped from 18.3 per cent in 1987 to 11.9 per cent in 1988.

TABLE III—PERFORMANCE IN ADMINISTRATIVE OFFICERS' EXAMINATION

Year	1984	1985	1986	1987	1988
No. of Candidates	247	265	238	218	243
No. of Passes	66	71	58	40	29
Percentage	26.7	26.8	24.4	18.3	11.9

4. Proficiency Examination for Clerical Officers

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

Paper I:

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

Paper II—Civil Service Regulations.

Paper III—Clerical Procedure.

- 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 papers at one and the same sitting.

4.3. Performance

The analysis of performance of the various centres is given below in Table IV:

TABLE IV—RESULTS ANALYSIS FOR PROFICIENCY EXAMINATION FOR CLERICAL OFFICERS—1988

Centre	Number of Registered Candidates	Number of Passes	Percentage
1. Mombasa	503	38	8
2. Nyeri	495	74	15
3. Embu	422	111	26
4. Nairobi	2,865	446	16
5. Nakuru	764	92	12
6. Kakamega	514	121	24
7. Kisumu	626	127	20
8. Garissa	145	33	23
TOTAL	6,334	1,042	16.5

Table V below shows the performance in this examination for years 1984 to 1988. Comparing 1988 examination with the previous year the percentage pass rose from 12.19 per cent in 1987 to 16.5 per cent in 1988.

TABLE V—PERFORMANCE IN PROFICIENCY EXAMINATION FOR CLERICAL OFFICERS

Year	1984	1985	1986	1987	1988
No. of Candidates	5,108	5,312	4,770	5,068	6,334
No. of Passes	2,381	1,185	595	618	1,042
Percentage	40.08	22.3	12.5	12.19	16.5

5. Absenteeism from Civil Service Examinations

The number of candidates absenting themselves for the four examinations rose to 592 or 9.81 per cent in 1988. The corresponding figures for 1987 were 409 candidates or 7.56 per cent. The rate of absenteeism remained high in the Proficiency Examination for Clerical Officers.

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

TABLE VI—RATE OF ABSENTEEISM—1988

Name of Examination	Number of Candidates Registered	Number of Candidates Absent	Percentage
1. Proficiency Examination for Weights and Measures Assistants	12	0	0
2. Occupational Test for Telephone Operators	76	0	0
3. Administrative Officers' Examination	266	23	8.64
4. Proficiency Examination for Clerical Officers	6,334	569	9
TOTAL	6,688	592	9.8

6. Registration Forms

In the year 1988 the Commission received a number of entry forms which were neither from qualified candidates nor properly completed. The majority of the candidates who did not meet the necessary requirements to enter the examination were telephone operators and subordinate staff. A total of 40 entry forms for telephone operators were rejected by the Commission.

AGENDA SECTION

The role of the Agenda Section within the Public Service Commission of Kenya was to scrutinize, prepare and present all the agenda items from other divisions within the Commission and offices/ministries/departments to the Commission for deliberation and decision. It was also responsible for preparing letters conveying the Commission's decisions as well as the minutes of the Commission.

In order to fulfil the above, every officer in the section, for all practical purposes was expected to—

- (i) meticulously study each recommendation received and satisfy himself that it conformed with the prevailing regulations;
- (ii) see that all the required documents to support each recommendation were certified and attached;
- (iii) verify and counter check every statistical information for accuracy; and
- (iv) advise whether or not the recommendation should be acceded to.

Although during the year under review the section experienced problems similar to those of 1987, there was quite a bit of improvement in that personnel officers in various ministries, departments and offices in the entire service also improved on how they submitted their recommendations and appraisal reports and the speed at which they were submitted to the Commission. This was due mainly to the fact that the Secretary to the Commission and or the Under Secretary in-charge of the section had occasionally to personally interact with the permanent secretaries of the ministries or offices which were notorious for either incomplete or wrong recommendations to the Commission.

The Permanent Secretary/Director of Personnel Management had to be involved quite often in sorting out the problems. The volume of work handled by the section during the year under review is shown under statistics at the end of this report.

CHANGES IN LAW

The amendment of the Public Service (Local Authority Officers) Regulation in the Legal Notice number 136 of 11th March, 1988 authorized the Public Service Commission to retire, where appropriate the local authority officers on grounds of public interest. This amendment meant that there was equality as far as disciplinary procedure were concerned, for employees of local authorities and civil servants.

The Public Service Commission (Local Authority Officers) Regulations were amended again under the Legal Notice number 172 of 1st April, 1988 in order to allow transfers of officers to and from Civil Service and local authorities.

SUPPORT SERVICES

Personnel

The Personnel Section dealt with various matters which affected the Commission and staff of the Commission. These included keeping personnel records, processing of claims, maintenance of leave records and taking the initial action regarding acting appointments and promotions.

Registry

During the period under review the registry had to cope with increasing volume of work. The section received 32,399 letters and parcels. At the same time it posted and hand delivered 32,382 mails.

Supplies

The Supplies Section was manned by a supplies assistant, a senior clerical officer and a clerical officer. The work in this section continued to expand.

During the year under review 14 Ministerial Tender Boards meetings were held. In the same year one board of survey was held to determine the sale of 25 items. At the end of this exercise only one item, a floor carpet remained unsold.

The following schedule highlights the expenditure on some main items used by the Commission.

	1987	1988
	<i>KSh.</i>	<i>KSh.</i>
(i) Purchase of Stationery	298,085	331,669
(ii) Purchase of Plant and Equipment ..	181,570	128,133
(iii) Office Expenses	14,486	14,573
(iv) Purchase of Uniform	29,730	18,097
(v) Cleaning Materials	15,882	38,460
(vi) Service and Repair of Motor Vehicles ..	68,389	71,658
(vii) Service and Repair of Office Machines and Equipment	148,810	110,062
(viii) Building Maintenance	80,132	10,699

Accounts

During the period under review most of the Commission's accounting work was carried out by the Office of the President. This situation has not changed for many years because the Commission's financial transactions have been minimal and self-accounting unit has not been justified. However, the Secretary to the Commission is still an accounting officer and controls vote R. 27.

In January the officer in-charge of the section returned from a one-year C.P.A. III course at the Kenya Institute of Administration. In the same month a copy-typist was recruited for the section from the National Youth Service Secretarial College and one clerical officer resigned to join the Teachers Service Commission.

The routine accounting work was carried out smoothly during the year. The annual budget and the end of the year accounts were prepared and submitted within the period given by the Treasury.

During the year under review five out of the total of fifteen officers in the section were promoted. A clerical officer and three senior clerical officers were promoted to the grade of accounts assistants. The fifth officer was promoted to the grade of higher clerical officer.

VISITORS TO THE COMMISSION

On 5th September, 1988—Mrs. E. Ramakoa, Director of Management Services Unit, Ministry of Public Service, Kingdom of Lesotho.

On 5th September, 1988—Mr. T. T. Khali, Deputy Principal Secretary, Ministry of Public Service, Kingdom of Lesotho.

FAREWELL PARTY

At the end of the year Commissioner held a farewell party in honour of Mr. Y. M. Mahat, former Commissioner and two Under Secretaries, Messrs. C. A. Aliongo and P. G. J. Waithaka, who retired from the service. The party was attended by Mr. B. E. Mwangi, Permanent Secretary/Director of Personnel Management and other high ranking civil servants.

STATISTICS FOR THE YEAR, 1988

The following table summarizes the main work undertaken by the Commission during 1988.

	1986	1987	1988
Meetings of the Commission	50	48	48
Items considered	2,869	3,391	3,247
Appointments and Confirmation			
(a) Vacancies reported to the Commission advertised and otherwise	2,869	3,054	2,034
(b) Number of advertisements published in the <i>Kenya Gazette</i> and in local Press	584	595	476
(c) Applications received in response to advertisement	8,717	10,505	9,890
Appointments Authorized			
(a) As a result of advertisement	2,321	2,260	6,124
(b) Otherwise	3,550	3,671	3,101
(c) Renewal of agreements authorized	1,237	1,442	1,405
(d) Renewal of agreement rejected	—	1	—
(e) Extension of agreements and temporary appointments authorized	4	12	11
(f) Recruitment from outside East Africa authorized	3	—	—
(g) Acting appointment authorized	559	674	697
(h) Acting appointments rejected	91	187	145
(i) Translations from agreement or temporary to probationary terms authorized	1,733	1,906	1,061
(j) Termination of temporary appointments authorized	7	10	10
(k) Transfer of officers between ministries/ departments in the same grade	1,515	77	52
(l) Transfer of officers between ministries/ departments in the same grade rejected	4	3	1
(m) Preliminary and final selection board meetings held	625	763	816
(n) Candidates interviewed by selection boards	4,895	6,606	7,424
(o) Reinstatement authorized	—	—	—
(p) Postings approved	81	40	41
(q) Postings rejected	—	3	—
(r) Appointment to up-graded posts	13	233	153

	1986	1987	1988
Officers Considered by Commission for Confirmation and Re-Designation			
(a) Number of cases considered	832	1,230	882
(b) Confirmation authorized	831	1,096	881
(c) Post humous confirmation approved	20	17	20
(d) Post humous confirmation rejected	—	—	2
(e) Abatement of death gratuities	23	45	43
(f) Termination of probationary appointments	1	10	—
(g) Re-designation authorized	85	103	145
(h) Re-designation rejected	8	10	153
Discipline Cases Considered			
(a) Total number of cases considered	489	492	478
(b) Termination of probationary appointments authorized	7	3	—
(c) Retirement in public interest	51	59	60
(d) Dismissal from the service	309	299	283
(e) Appeals against disciplinary action considered	129	126	130
(f) Cases dealt with by Ministerial Advisory Committee	1,735	2,050	2,266
Option for Retirement under 10 Year Rule			
(a) Considered	22	13	18
(b) Authorized	22	13	18
Retirement—General			
Officers required to retire:			
(a) As a result of redundancy	—	—	—
(b) In the interest of Kenyanization	—	—	—
(c) In abolition of office	—	—	8
(d) On age grounds	—	2	2
(e) On medical grounds	1	12	7
(f) On 50 year rule	6	10	4

**STATISTICAL DATA OF DECISIONS MADE DURING THE YEAR 1988
MINISTERIAL SELECTION BOARDS AND MINISTERIAL
ADVISORY COMMITTEES (DELEGATED POWERS)**

1. Appointments:									
Cases Approved	1,321
Acting appointment—approved	228	
Acting appointment—rejected	2	
									<hr/>
									230
Re-designation—approved	258	
Re-designation—rejected	3	
									<hr/>
									261
2. Promotion		7,378
3. Confirmation in Appointment		3,055
4. Translation of Terms of Service:									
Temporary to Probationary	2,472	
Temporary to Local Agreement	4,186	
Renewal of Local Agreement	3,818	
									<hr/>
									10,476
5. Discipline:									
Dismissed	1,229	
Surcharge	87	
Reprimand/Warnings	207	
Withholding of increment	6	
Demotion	1	
Transfer	6	
Appeals—rejected	42								
Appeals—allowed	18								
									<hr/>
								60	
Reinstatement	91	
Cases deferred for inadequate information	430	
									<hr/>
									2,117
									10
6. Resignations	15	
7. Retirement—on age grounds	1	
on medical grounds	42	
in public interest		
									<hr/>
									58
									107
8. Termination of appointment		
									<hr/>
									25,104
									<hr/>
GRAND TOTAL									<hr/>