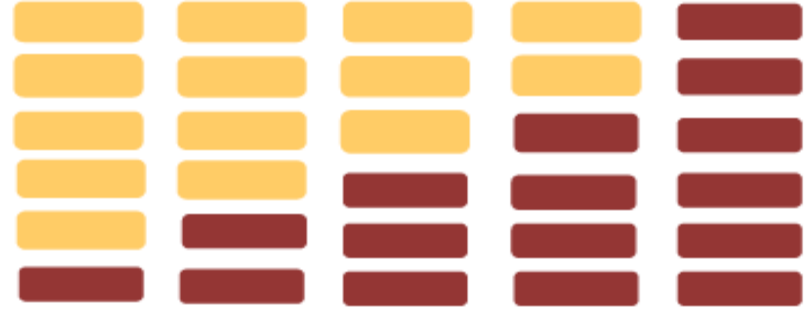




PUBLIC SERVICE COMMISSION

PSC

In Pursuit of Service Excellence



VALUES AND LEADERSHIP: GETTING BACK ON TRACK

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Integrity • Professionalism • Inclusivity • Team Spirit • Accountability • Innovation • Improvement

OUTLINE

1. Definitions
2. Constitutional Framework
3. Role Of Public Service;
4. Getting Back On Track
5. Conclusion

DEFINITIONS

VALUES

- Values denote the morals and standards of what is good or bad, and what is desirable or undesirable;
- They are the portrayal of what a society stands for, and are the basis for the behavior of its members;
- They have a major influence on a person's behavior and attitude and serve as broad guidelines in an individual's conduct in all situations.

VALUES



CONSTITUTIONAL FRAMEWORK

ARTICLES ON VALUES

CHAPTER TWO (2)

- Article 10 (2) of the Constitution clearly spells out the values and principles of governance;
 - a. Patriotism, national unity, sharing and devolution of power, the rule of law, democracy and participation of the people;
 - b. Human dignity, equity, social justice, inclusiveness, equality, human rights, non-discrimination and protection of the marginalized;
 - c. Good governance, integrity, transparency and accountability; and
 - d. Sustainable development.

CHAPTER SIX (6)

- Article 73 (2) National Values and Principles of Governance:
 - a. Selection on the basis of personal integrity, competence and suitability, or election in free and fair elections;
 - b. Objectivity and impartiality in decision making, and in ensuring that decisions are not influenced by nepotism, favoritism, other improper motives or corrupt practices;
 - c. Selfless service based solely on the public interest, demonstrated by:
 - i. Honesty in the execution of public duties; and
 - ii. The declaration of any personal interest that may conflict with public duties;
 - d. Accountability to the public for decisions and actions; and
 - e. Discipline and commitment in service to the people.

CHAPTER THIRTEEN (13)

- Article 232 (1)– Values and Principles of Public Service;
 - a. High standards of professional ethics;
 - b. Efficient, effective and economic use of resources; responsive, prompt, effective, impartial and equitable provision of services;
 - c. Involvement of the people in the process of policy making;
 - d. accountability for administrative acts;
 - e. Transparency and provision to the public of timely, accurate information;
 - f. Subject to paragraphs (h) and (i), fair competition and merit as the basis of appointments and promotions;
 - g. Representation of Kenya’s diverse communities; and (i) affording adequate and equal opportunities for appointment, training and advancement, at all levels of the public service, of--
 - Men and women;
 - The members of all ethnic groups; and
 - Persons with disabilities.

ROLE OF THE PUBLIC SERVICE COMMISSION

CONSTITUTIONAL MANDATE

- The powers and the functions of the Commission are spelled out under Article 234;
- Article 234 (d) mandates the Commission to promote the values and principles referred to in Articles 10 and 232 throughout the public service;
- In the fulfillment of this mandate the Public Service Commission has to report to the President and Parliament Annually; on extent to which the values and principles have been promoted in the Public Service.

VALUES AND INTEGRITY IN PUBLIC SERVICE

- Values, integrity and professionalism go hand in hand and are core values in the management of public service,
- However, their flagrant absence in the public service whose activities touch on the lives of citizens is alarming;
- How to promote ethical behavior and integrity in the public service is therefore a fundamental issue;



PSC ANNUAL REPORT

- The Annual Report highlights what measures public service agencies have undertaken during the year in promoting values and principles;
- The Commission has developed performance indicators for every element listed in Article 232 (1)– Values and Principles of Public Service and uses that to measure extent of compliance;
- The first report came out in 2013 /14

CHALLENGES

CHALLENGES

- In spite of the knowledge that placing values and principles as the foundation of national development plans constitutes an enduring pedestal for anchoring service delivery;
- A glance at the newspapers or a glimpse of the news on the television show that ethics and anti-corruption issues continue to prominently feature on the public agenda-including what is now becoming a cancer- the NYS;
- Even though the public sector seems to be getting the bigger share of this limelight, no sector is totally free and clean;

GOVERNMENT OF KENYA POSITION

- Executive Order No. 6 on Ethics and Integrity in the Public Service in March 2015;- signed by the His excellency the President!
- “...the conduct of various State and Public Officers within the Ministries, State Departments, State Corporations and Agencies falling under the ambit of the National Executive and the Public Service have fallen far short of the demands of the Constitution and the expectations of Kenyans with regard to Ethics and Integrity...”

The Government DOES NOT CONDONE UNETHICAL CONDUCT!!

GETTING BACK ON TRACK

MODELLING ETHICAL LEADERSHIP

- Modelling or setting personal example of moral and ethical behavior by leaders goes beyond qualifications and abiding by the codes alone;
- It is related to behavior of an individual:
 - ❑Honesty,
 - ❑Trust in the leader ,and
 - ❑Interactional fairness
- Modelling ethical behavior connotes an aspirational approach to conduct;
- It focuses on the prevention of illegal or immoral behavior by encouraging and rewarding desired behavior;

MODELLING ETHICAL LEADERSHIP

- Modelling ethical behavior is a powerful leadership strategy that leaders at all levels can use to show their subordinates through their own behavior how they should act and relate with others;
- In a survey conducted by the **Ethics Resource Centre (USA)** the principal finding was that modelling of ethical behavior by leaders, managers, supervisors and co-workers sets a good example of desired organizational behavior;

MODELLING ETHICAL LEADERSHIP

- The research goes on to say, when employees perceive formal and informal leaders as ethical, they:
 - ✓ Feel less pressure to compromise ethical standards;
 - ✓ Observe less misconduct on the job;
 - ✓ Are more satisfied with their organization overall; and
 - ✓ Feel more valued as employees.

MODELLING ETHICAL LEADERSHIP

- To be perceived as an ethical leader, the individual must be seen as a moral person who is:
 - Honest,
 - Trustworthy,
 - Caring about people,
 - Open to input,
 - Respectful, and
 - Able to make principled decisions

MODELLING ETHICAL LEADERSHIP

- The growing importance on ethical leadership has now seen most developed countries transform from the traditional emphasis on 3Es:
 - Economy,
 - Efficiency, and
 - Effectiveness
- When appointing leaders into 4Es of:
 - Economy,
 - Efficiency,
 - Effectiveness, and
 - Ethics,
- At all levels and sectors of the economy.

SPECIALIST ETHICS COMMITTEES

- Professionalism in developed countries is closely linked with ethical competence and is given a specific focus;
- Such specific focus and seriousness of ethical behavior in the in the developed countries is demonstrated by United Kingdom for example;
- It has a Committee on Standards in Public Life established in October 1994;
- It is an advisory Non-Departmental (independent)Public Body (NDPB)- under the Cabinet Office;

COMMITTEE'S ROLE

- “To examine current concerns about standards of conduct of all holders of public office, including:
 - Arrangements relating to financial and commercial activities, and
 - Make recommendations as to any changes in present arrangements which might be required to ensure the highest standards of propriety in public life;

COMMITTEE'S EXPECTATIONS

- Members of the public expect of public office holders:
 - ✓ To be committed to public rather than private ends (selflessness and integrity);
 - ✓ To be honest and open in decision-making;
 - ✓ To make decisions in the light of the best evidence (objectivity);
 - ✓ To be held accountable (particularly senior public figures); and
 - ✓ To lead exemplary lives in public office (leadership)

BEWARE

OBLIVIOUS
Ostrich



*“National Values and Leadership must be seen within
the larger context of promoting and protecting
professionalism!!*

CONCLUSION

PROMOTING PROFESSIONALISM



- When all is said and done, in our various places of work we **MUST** promote **PROFESSIONALISM** which espouses probity- ethical behavior, neutrality and fairness, among many others as the core values on the how we operate.

LEARNING BY PRACTICE

- Ethical leadership has a huge impact on followers' attitudes and behavior.
- Aristotle taught that **“We learn by practice and the best practice is to follow a model of the virtuous person.”**
- A leader preaches a better sermon with his/her life than by the lips, because the most potent inspirational technique is to lead by example (Josephson, 1990);



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Thank You

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