

HUMAN RESOURCE BUDGETING AND EFFECTS OF COUNTY PUBLIC SERVICE BOARDS



By

**Simon Angote, OGW
Director/Human Resource Development
State Department for Public Service**

**5th April, 2019
Diani Reef Beach Hotel, Ukunda - Mombasa**

Presentation Outline



- Introduction
- Situation Analysis of the Public Service HR environment
- HR Budgeting
- Functions of the County Public Service Boards
- Discussion of Effectiveness of the CPSB

Introduction



- Every organizational function and activity needs money to run smoothly.
- Availability of adequate financial allocation is needed for development and improvement purposes.
- This is also true of Human Resource in the counties.
- Managing the human resources function involves budget planning and execution.

FEATURES OF HUMAN RESOURCE MANAGEMENT IN THE PUBLIC SERVICE



- Public service is structured into job grades that have accompanying salary structures
- Public service service is governed by rules and regulations – governance/accountability system
- Public service allowances payable to public servants are known
- Recruitment into the public servants is based on Establishments that must be approved, indicating what is approved, in-post and the variance

FEATURES OF HUMAN RESOURCE MANAGEMENT IN THE PUBLIC SERVICE



- Job advertisements are based on Schemes of Service/Career Guidelines. These contain job specifications/descriptions
- Recruitment institutions for entry into public service exist:
 - County Public Service Boards
 - Public Service Commission
 - Parliamentary Service Commission

Situation Analysis of HR in the counties



- County employees comprise three distinct groups:
 - employees inherited from the defunct local authorities,
 - national government employees whose functions were devolved and
 - those recruited by the CPSB)
- Patronage: method of recruitment into the service
- Disparities in pay: effect of CBAs
- Working culture: lack of professionalism
- Competency challenges: deficiencies evident

HR Budgeting



- HR Budget in the public service is a ring-fenced item – protected from cuts
- Considerations in budgeting include:
 - Number of employees projected for next year.
 - Benefits cost increases or projections.
 - Projected turnover rate: retirements /recruitments.
 - Actual costs incurred in the current year.



- New benefits/programs planned.
- Other changes in policy, business strategy, law or regulation that may impact costs.

Components of the HR Budget



- **Compensation and benefits:** salaries and wages, overtime pay, provisions for promotions, payment of gratuities
- **Training and development:** seminars, workshops and conferences, subscriptions
- **Employee Retention:** payment of bonuses, 13th month salary, gifts, holiday pay.
- **Health and safety:** safety programmes, rehabilitation expenses
- **HR Technology eg GHRIS:** HR tech tools allows the workforce to take ownership of their information

COUNTY PUBLIC SERVICE BOARDS (CPSB)



- Established under Article 235 of the Kenyan Constitution (CoK) 2010.

FUNCTIONS OF CPSB

Responsible for:

- establishing and abolishing offices in the county public service;
- appointing persons to hold or act in those offices, and confirming people into appointments; and
- exercising disciplinary control over and removing persons holding or acting in those offices.

Functions of CPSB cont



- prepare regular reports on how the Board executes its functions and submit them [to the County Assembly](#).
- promote in the county public service the values and principles referred to in Articles 10 and 232 of the Constitution;
- Communicate properly to the right audience

Functions of CPSB cont



- evaluate and report to the county assembly on the extent to which the county public service complies with the values and principles referred to in Articles 10 and 232;
- **facilitate the development of coherent, integrated human resource planning and budgeting for personnel emoluments in counties;**
- advise the county government on human resource management and development;

Functions of CPSB cont



- advise the county government on implementation and monitoring of the national performance management system in the counties;
- 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.

EFFECTIVENESS OF CPSBS



The 47 County Public Services Boards (CPSBs) have accused county government executives and assemblies of interference and intimidation.

In a petition to the Council of Governors (CoG), CPSB National Consultative Forum Chairperson Phillip Kung'u said many boards have become dysfunctional.

(Standard, 17th May, 2016)

Effectiveness of CPSBs cont



"As the CPSB National Consultative Forum, we take a very serious view of this and have decided to petition CoG Chairman Peter Munya to have our concerns addressed with a view to finding solutions to these worrying trends," he said.

Effectiveness of CPSBs cont



Mr Kung'u said they have been experiencing pressure to **illegally provide confidential documents and records.**

"In some cases, **offices have been broken into** to gain access. Another challenge is the **denial of resources such as adequate funding, vehicles and equipment** necessary to perform rightful duties with the aim of paralysing the board operations," he said.

Effectiveness of CPSBs cont



- Challenge of submissiveness due to patronage
- Relevant competencies
- Intimidation
- Limited focus on functions