



REPUBLIC OF KENYA



PUBLIC SERVICE  
COMMISSION

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12<sup>th</sup> June, 2023

All Authorized Officers  
All Vice Chancellors of Public Universities  
All Chief Executive Officers of State Corporations

**GUIDELINES FOR DEVELOPMENT AND REVIEW OF HUMAN RESOURCE  
MANAGEMENT INSTRUMENTS IN STATE CORPORATIONS**

As you are aware, the Public Service Commission (PSC) has a broad and redefined mandate as spelt out in Articles 234, 155(3)(a), 158(2)(3) and (4), 171(2), 230(2)(b) and 236 of the Constitution. This mandate extends to the management of human Resource in State Corporations

As part of its mandate, the Commission is responsible for development and review of human resource management instruments in the public service. However, under the existing arrangement, various State Corporations have been developing and reviewing Human Resource Management Instruments using different criteria thereby posing challenges in the assessment and approval of the proposals. In order to harmonize and streamline this process, it has been found necessary to develop guidelines that provide a standard framework for development and review of Human Resource Management Instruments.

The purpose of this Circular, therefore, is to forward to you the Draft Guidelines for comments/input in readiness for stakeholder validation forum before release for implementation. The Guidelines can be accessed through the PSC website [www.publicservice.go.ke](http://www.publicservice.go.ke)

Please submit your comments through: [emcs@publicservice.go.ke](mailto:emcs@publicservice.go.ke) within Twenty One (21) days to enable the Commission finalize the Guidelines as appropriate.

  
Dr. Simon K. Rotich, CBS  
SECRETARY/CEO  
PUBLIC SERVICE COMMISSION

