



**COUNTY GOVERNMENT OF KAKAMEGA**

**HUMAN RESOURCE TRAINING  
AND DEVELOPMENT POLICY**

**JUNE 2016**

REPUBLIC OF KENYA



COUNTY GOVERNMENT OF KAKAMEGA

# HUMAN RESOURCE TRAINING AND DEVELOPMENT POLICY

JUNE 2016

Kakamega County Public Service Board,  
P. O. Box 458–50100  
KAKAMEGA

020-2000520/0718754093

website: www.kakamega.go.ke

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The County Public Service Board is mandated, under section 59 of the County Governments Act, 2012, to facilitate the Development of Coherent, Integrated Human Resource Planning and Budgeting for Personnel Emoluments in counties and also to advise the County Government on Human Resource Management and Development. In this regard, the County Public Service Board, in co-ordination with the Public Service and Administration Department, has developed this Human Resource Training and Development Policy, to ensure that County public officers acquire relevant professional and technical knowledge, skills, competences and the right attitude for effective and efficient service delivery.

A well trained and appropriately equipped County Public Service will effectively direct its efforts towards successful implementation of the County Programmes and activities and ensure optimal utilisation of the limited resources. The ultimate objective is to transform the County Public Service to one that is more focused, creative, efficient and increasingly responsive to the needs of the citizens. This will not only lead to improved productivity, but also ensure sustainable growth and development, resulting in poverty eradication in line with the County's goals and aspirations.

This Training and Development Policy outlines critical measures to be undertaken by key players in the management of training, among them the Training Needs Assessment, Budgetary Allocation, Selection and Utilisation of the acquired Knowledge and Skills. It is, therefore, important that all County public service officers and in particular key players such as Heads of Departments and County Agencies/entities familiarise themselves with the contents of the Policy to ensure its successful implementation.

The County Public Service Board will closely monitor submission of regular reports by key players and looks forward to co-operation and teamwork for achievement of the intended objectives.



**MRS. RODAH A. MASAVIRU, OGW**

*Chairperson*

*County Public Service Board*

## PREFACE

This Policy has been developed to provide guidelines and direction in which staff in the County Government of Kakamega shall be trained and developed to enable them to be able to provide efficient and effective service to the citizens. This Policy has taken cognizance of all other existing administrative and personnel general circulars that have guided training in the public service. The formulation of a comprehensive policy is, therefore, part of the County Government's efforts to improve efficiency and effectiveness in service delivery.

It must be appreciated that for the County Government to improve its performance, there is need for the staff working in the County to have necessary skills and capacity to initiate reforms that can enhance performance of the Government to enable it respond to the needs of its citizens in terms of service provision.

The County Government would wish to train all the staff at the same time; however, the funds provided for training have not been sufficient due to budgetary constraints. Performance management is an area that has received scant attention and indeed if the County is to improve its performance, staff must be continuously developed in all technical areas to equip them with the requisite skills to steer reform measures and ultimately improve service delivery.

Funding of training and capacity-building has been constrained in the past due to inadequate budgetary allocations. The Policy lays down measures to mobilise resources for the implementation of the training and capacity-building programme that will be developed in accordance with the recommendations made in this Policy document.

The strategies as highlighted in this Policy aim at equipping staff with the requisite knowledge, skills and experience, and providing the basis for improved succession management in the County Public Service. The emphasis of the Policy is on demand-driven and cost-effective training that responds to service delivery requirements and seeks to facilitate career growth in the County Public Service. The implementation of the various measures in this Policy will go a long way in enhancing service delivery in the County Public Service.

In this regard, I wish to take this opportunity to recognise the dedicated support given by His Excellency Hon. Wycliffe Ambetsa Oparanya, EGH, Governor Kakamega County and His Excellency Prof. Philip Museve Kutima, Deputy Governor Kakamega County, in providing direction towards the realisation of this training policy that will lead to improved service delivery by the staff.



**MRS. RACHEL OKUMU, OGW**

*CECM – Public Service and Administration*

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## LIST OF ABBREVIATIONS

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<b>CHRMAC</b>	– County Human Resource Management Advisory Committee
<b>CHRIS</b>	– County Human Resource Information System
<b>CHRTDC</b>	– County Human Resource Training and Development Committee
<b>CIDP</b>	– County Integrated Development Plan
<b>CPS</b>	– County Public Service
<b>DPSM</b>	– Directorate of Public Service Management
<b>DTC</b>	– Departmental Training Committee
<b>HRTD</b>	– Human Resource Training and Development
<b>IPPD</b>	– Integrated Payroll and Personnel Database
<b>M &amp; E</b>	– Monitoring and Evaluation
<b>NITA</b>	– National Industrial Training Authority
<b>TIA</b>	– Training Impact Assessment
<b>TNA</b>	– Training Needs Assessment

**Attachee:** A learner/trainee/student whose parent institution has duly entered into an Industrial Attachment Training Contract with the County Government institutions for a period of between one and three months.

**Attachment:** A period of work experience offered by an employer to students for work experience in an industry as part of their course lasting three (3) months.

**Apprenticeship:** A system of learning while earning and learning by “doing”. It combines training on the job with related and supplemental instructions at school.

**Capacity:** Ability of individuals, organisations or systems to perform appropriate functions effectively, efficiently and sustainably.

**Capacity Building:** A long-term and continuous process of developing and strengthening the skills, instincts, abilities, processes and resources that organisations and communities need to survive, adapt and thrive in the fast-changing world.

**Career Counselling:** A process in performance management where individual employees and their supervisors discuss the career opportunities and aspirations open to the employee.

**Career Development:** A lifelong process of managing learning, work, leisure and transitions in order to move towards a personally determined and revolving preferred future.

**Career Guidance:** Advice and activities intended to assist officers at any point throughout the life to make educational, training and occupational choice to make their career. The provision of career information for advise and education.

**Coaching:** A development process through which an individual is supported while achieving a specific personal or professional competence and organisational goals.



**Explicit Knowledge:** Documented knowledge in public domain.

**Human Resource Training and Development:** A process by which continuous efforts are made to develop the employees for their present and future roles and to identify and utilise their inherent potentialities.

**Induction:** The process of receiving and familiarising a new employee to an organisation's work procedures and environment.

**Intern:** A graduate who has duly entered into an Industrial Attachment Training Contract with the County Government Departments/Agencies institutions for a period of not more than twelve (12) months.

**Internship:** A period of work experience lasting not more than twelve (12) months offered by an employer to University post graduates, adults or recent graduates for practical experience.

**Knowledge Management:** A range of strategies and mechanisms used in an organisation to identify, capture, store, share and disseminate information and data.

**Mentoring:** A relationship in which a more experienced and knowledgeable person guides another person (protégé) to develop professionally.

**Monitoring:** A systematic collection, analysis and use of training information for decision-making.

**Performance Management:** A process by which managers and employees work together to plan, monitor and review an employee's work objectives to deliver sustained success to the organisation.

**Policy:** A deliberate and usually careful decision that provides guidance for addressing a selected problem/concern and how the specific objective can be achieved.

**Self-development:** Situation where an officer undertakes a course of training through his/her own initiative.

**Succession Management:** A strategic and deliberate effort to build the

capacity of an employee to acquire skills, knowledge and competences for a higher position.

**Tacit knowledge:** Knowledge inherent in an individual employee.

**Talent Management:** The process of identifying and developing individuals with unique endowments for the benefit of the individual and the organisation.

**Training:** Deliberate and systematic learning experience designed to provide skills, knowledge and appropriate attitude to an employee for performance of a particular job.

**Training Bond:** A formal agreement between an employee and employer that commits the employee to serve in the public service for a specified period of time after completion of training.

**Training Evaluation:** A process of gathering data and information on the value and effectiveness of a training programme.

**Training Impact Assessment (TIA):** A process of measuring the effectiveness and relevance of a training programme.

**Training Needs Assessment (TNA):** A performance audit that generates and provides management with data and analytical information on knowledge, skills and competency gaps for decision-making.

**Volunteer:** A person who willingly enlists to offer a service because he/she chooses to do so for the purpose of learning. The services so offered do not attract monetary or material compensation to the volunteer.

**INTRODUCTION**

**Preamble**

In order to harmonise the training and development function in the public service, the County Government has found it necessary to develop this Human Resource Training and Development Policy. The Policy aims at assisting the government achieve the goal of having an effective and efficient service that is manned by qualified and committed public servants.

**1.1 Background**

The Public Service contributes towards national development through promotion and maintenance of a conducive socio-economic and political environment for other sectors to thrive. This role is supported by various legal and policy frameworks, such as the *Constitution of Kenya, 2010*, the County Government Act, 2012, the Kenya Vision 2030 and the Kakamega County Integrated Development Plan (CIDP) (2013 – 2017) all of which provide the country with the necessary guide to achieve accelerated development.

Globalisation and technological advancement has increased citizens' demand for quality service from the public servants. This therefore, has put pressure on the Human Resource Training and Development function that is expected to transform organisations' cultures and employees' attitudes to meet the demands of the rapidly changing environment.

Human Resource Training and Development in the public service plays a crucial role in improving performance by systematically developing individual employee's knowledge, skills, attitudes and values that contribute to the realisation of national goals and objectives.

In addition, HRTD plays a critical role in inculcating the values and principles in Articles 10 and 232 in the public service and developing a

human resource which is creative and innovative. Further, new Human Resource Training and Development approaches such as coaching, mentoring, career guidance and counselling have been introduced with emphasis on local as opposed to foreign training.

## **1.2 Rationale for Development of the Policy**

The promulgation of the *Constitution of Kenya, 2010*, leading to actualisation of County Governments with distinct mandates including advisory on management and development of human resource, have necessitated the development of the Human Resource Training and Development Policy. Its objective is to devise appropriate strategies to guide the Human Resource Training and Development function in public service. This Policy is central to creating a modern human resource base in the public service to accelerate the County Government's development towards a responsive public service that is citizen-centred. The Constitution of Kenya underscores the need to afford all public servants adequate and equal opportunities for appointment, training and advancement, at all levels of the public service of men and women; members of all ethnic groups; and persons with disabilities. This Policy takes into account these provisions and puts in place mechanisms for achieving the Constitutional requirements.

The County Integrated Development Plan (2013 – 2017) lays a foundation for effective management and development of the County human resource for growth and transformation of the lives of the people of Kakamega County. The Board's overall goal, therefore, is to build a well-endowed and professional County staff for effective and efficient service delivery.

New approaches to management of employees in the public service have equally made it necessary to develop the policy to provide a framework for guiding Human Resource Training and Development function in public service.

## **1.3 Objectives of the Policy**

The following are the objectives of this Policy:

### **1.3.1 General Objective**

The general objective of the Policy is to provide a clear direction on the effective management of Human Resource Training and Development function in public service.

### **1.3.2 Specific Objectives**

The specific objectives of the Policy are to:

- (a) Ensure that public servants acquire relevant professional and technical knowledge, skills, attitudes and competences for performance improvement and career progression;
- (b) To accord public servants equal training opportunities at all levels in the public service;
- (c) Entrench in the public service National Values and Principles of Governance (Article 10), Values and Principles of Public Service (Article 232) and Principles of Leadership and Integrity (Chapter Six), as espoused in the Constitution;
- (d) Establish a mechanism for ensuring adequate funding for Human Resource Training and Development and capacity-building activities in the public service while prioritising programmes for cost-effectiveness;
- (e) Entrench a culture of life-long learning, knowledge sharing, innovation and creativity to establish a strong human resource base in the public service for succession planning and management;
- (f) Encourage the development of research and consultancy capacities of public service institutions while strengthening collaboration and linkages with the private sector, recognised training institutions and development partners to ensure training that is demand-driven and responsive to the requirements of the industry;
- (g) Ensure that a monitoring, evaluation and audit system is integrated in Human Resource Training and Development activities for greater effectiveness and efficiency in public service.

## **1.4 Policy Statement**

The County Government is committed to developing requisite skills

**VALUES AND PRINCIPLES GUIDING HUMAN RESOURCE TRAINING AND DEVELOPMENT IN THE PUBLIC SERVICE**

**2.1 Introduction**

Article 232 (1) of the Constitution of Kenya on Values and Principles of Public Service provides for high standards of professional ethics and the need for the public service to afford adequate and equal opportunities for appointment, training and advancement at all levels. It is on this platform that this Policy is hinged.

**2.2 Human Resource Training and Development and Value Systems**

The Human Resource Training and Development (HRTD) function seeks to create an environment that ensures that the values and principles of public service are integrated in all human resource activities. Consequently, the County Public Service Board shall establish mechanisms to promote the national and public service values and principles throughout the service.

The Department of Public Service and Administration, in collaboration with public service training institutions shall design and implement training programmes that facilitate better understanding and internalisation of national, socio-cultural and public service values and principles.

**2.3 National Values and Principles of Governance**

The Constitution lays a lot of emphasis on the appointment, development and growth of leadership based on personal integrity and promotes citizen participation on policy and decision-making. The national values and principles of governance as enshrined in the Constitution include:

- (i) Patriotism, national unity, sharing and devolution of power, the rule of law, democracy and participation of the people;

- (ii) Human dignity, equity, social justice, inclusiveness, equality, human rights, and non-discrimination and protection of the marginalised;
- (iii) Good governance, integrity, transparency and accountability; and
- (iv) Sustainable development.

#### **2.4 Values and Principles of Public Service**

The County Government and other public service organisations must ensure that the values and principles of the public service are integrated in all Human Resource Training and Development activities. The values and principles of public service include:

- (a) High standards of professional ethics;
- (b) Efficient, effective and economic use of resources;
- (c) Responsive, prompt, effective, impartial and equitable provision of services;
- (d) Involvement of the people in the process of policy-making;
- (e) Accountability for administrative acts;
- (f) Transparency and provision to the public of timely, accurate information;
- (g) Fair competition and merit as the basis of appointments and promotions;
- (h) Representation of Kenya's diverse communities;
- (i) Affording adequate and equal opportunities for appointment, training and advancement at all levels of the public service of men and women; members of all ethnic groups; and persons with disabilities.

### *CHAPTER THREE*

## **TRAINING AND CAPACITY-BUILDING**

### **3.1 Introduction**

Training and capacity-building is crucial in any successful organisation. This chapter focuses on the manner in which training and development function will be managed in public service and goes further to describe the procedures involved, selection criteria, types and modes of training, terms and conditions of training. It also aims at identifying possible sources of funding that will enable the County Government to adequately fund training and build individual and institutional capacity for improved performance.

### **3.2 Planning for Training**

Departments will plan for training based on the findings of the training needs assessment. The plans shall be designed in line with identified performance gaps hence linking training to closing of such gaps. The plans will target training that aims to upgrade core competences, knowledge, skills and attitudes of public servants to enhance service delivery in the County.

### **3.3 Training Budget**

Every department will be expected to budget for their training programmes each financial year to enable them cater for their training needs.

### **3.4 Training Needs Assessment**

This is a performance audit measure that generates and provides Management with data and analytical information on knowledge, skills and competency gaps for decision-making on required training interventions for effective service delivery.

All training in public service shall be based on comprehensive Training Needs Assessments (TNAs) to be conducted every three (3) years or

as need arises. To identify the training needs of individual employees that impact on their performance, the immediate supervisor shall be expected to hold regular discussions with the employees. To adequately address the performance gaps, training objectives should be aligned to the organisation's strategic plan, goals and objectives; and the Performance Appraisal System (PAS). The identified training needs should be prioritised and training plans developed and implemented.

### **3.5 Aims and Objectives of TNA**

In addressing training needs, training objectives will be linked to National, County, sectoral and organisational goals.

The aims and objectives of TNA are to:

- (i) Establish organisational, occupational/cadre and individual performance;
- (ii) Establish current performance levels;
- (iii) Identify areas with critical skill gaps;
- (iv) Identify training and non-training needs from performance gaps;
- (v) Prioritise the training needs;
- (vi) Develop a sound base for management decisions on training needs;
- (vii) Realise demand-driven training in the public service;
- (viii) Propose training interventions; and
- (ix) Improve overall performance and service delivery.

For effective assessment, the County Public Service will be required to develop and maintain a skills inventory for staff.

### **3.6 Training Projections**

These are Human Resource Training and Development plans based on identified training needs in a Department. The plans assist the County Human Resource Training and Development Committee (CHRTDC) and Departmental Training Committee (DTC) in nominating officers for training. They are part of an organisation's personnel development

plans. Departments are required to prepare training projections based on the recommendations of a Training Needs Assessment.

### **3.7 Aims and Objectives of the Training Projections**

- (i) They form the Annual Human Resource Training and Development plan based on needs identified through the TNA.
- (ii) They guide the DTC and CHRTDC on the process of nominating officers for training. Copies of the Departmental training projections containing names of officers recommended for training, the cost of training and sponsor will be presented for further approval and guidance in the implementation of the same.

### **3.8 Selection of Training Programmes**

Training programmes comprise both short and long-term courses in specific professions that are intended to impart required knowledge, skills and attitudes in order to enhance staff performance.

Departments may design specific in-house training programmes as interventions for identified training needs. In addition, training is provided under institutional training both locally and abroad. In identifying and designing training programmes, Departments should consider the following aspects:

- (i) Quality and cost effectiveness;
- (ii) Professional, qualified and experienced trainers;
- (iii) Guidelines on standards for all training courses;
- (iv) An effective evaluation and feedback system;
- (v) Reputable training providers.

The government shall only recognise examinations administered and certified by legally and/or administratively accredited examining, certifying and regulating institutions and professional bodies.

### **3.9 Nomination and Selection of Officers for Training**

Nomination and selection of an officer for training will be based on the following criteria:

- Identified training needs with emphasis on performance improvement.
- Performance Appraisal report.
- Cost effectiveness and availability of funds.
- Duration of the course.
- Mode of training.
- Length of service of an officer.
- Relevance of the course.
- Seniority.
- Age.
- Constitutional requirements on the National Values and Principles of Governance (Article 10), leadership and integrity (Chapter 6), Bill of rights (Article 27) and Values and Principles of Public Service (Article 232).

### 3.10 Mandatory Training

- (a) All County Public Servants will be eligible for at least five (5) days training in a financial year. The training should address emerging issues.
- (b) From time to time, there will be other mandatory training as need arises.
- (c) An officer who attends a long-term course lasting six (6) months and above will be required to work for at least two (2) years before being considered for another long-term course unless in exceptional circumstances.

In general, therefore, selection of trainees will be based on identified needs and will emphasise training for performance improvement and training programmes that address National, County, departmental and individual goals. It is important for priority to be given to courses that will improve performance in line with the various Schemes of Service and Career Guidelines.

### 3.11 Types of Training

#### (a) Induction Training

The purpose of induction is to enable an officer adapt and acquaint self with the position/job requirements, organisational/work environment and public service culture. Departments in the County Public Service are expected to conduct induction training within three (3) months for newly recruited officers and those who have joined departments on transfer. Induction training will also apply to Chief Officers, County Executive Committee Members (CECM) and Senior Government officials on joining the service.

#### (b) Short Courses, Workshops, Retreats, Seminars and Conferences

- (i) Workshops which are meant to review, develop and produce reports should be treated as retreats and should be for a maximum of fifteen (15) officers and for a duration not exceeding ten (10) days.
- (ii) The duration of workshops and conferences should not exceed three (3) weeks. Any workshop and conference beyond three (3) weeks will be considered as a course and will be subjected to the stipulated provisions for courses.
- (iii) No officer should be involved in more than one role in a seminar/workshop/or conference at a given time.
- (iv) Officers attending short courses, workshops, retreats, seminars and conferences of up to four (4) weeks duration locally or abroad will be regarded to be travelling on duty and may receive allowances whose rates may be determined from time to time.

#### (c) Apprenticeship

It is often used where the skill to be mastered is highly complex, requiring a relatively long period of time to attain proficiency. The effectiveness of apprenticeship depends on the ability of the skilled supervisor to guide and supervise the learning process. A

worker, called an apprentice, is supposed to work alongside and under the supervision of a skilled person, usually the immediate supervisor. Individual differences in apprentices should be recognised and job assignments and instruction periods carefully planned to maximise learning.

**(d) Counterpart Training**

It is a form of training where an employee is assigned to understudy an expert within a specified time.

**(e) Group Training**

Training which is most effectively conducted with a collection of individuals using formalised training mechanisms and which include behavioural objectives and structured learning.

**3.12 Modes of Training**

**(a) Full time**

This is where the trainee is released from work station to attend training on full time basis.

**(b) Part time (Evening and Weekend Classes)**

This is where an officer attends classes in the evening or over weekends. Simply, the trainee is not released to attend training on a full time basis.

**(c) Sandwich**

This is where a trainee attends his/her training programmes in blocks, (e.g., during the months of April, August and December) and has got a prerequisite course approval.

**(d) E-Learning/On line Studies**

This is a mode of training whereby accredited courses are taken via the internet.

**(e) Open Learning Programmes**

This mode of learning is carried out remotely using the postal and electronic communication systems to accomplish its goals. Open learning is now recognised worldwide as an alternative mode of training. This mode of training is flexible, cost effective and available in Kenya.

Officers attending relevant open learning programmes will be given equal opportunity in terms of sponsorship as those attending regular or parallel courses. This type of learning is often heavily dependent on e-Learning.

**(f) Experiential Learning/Exchange programme**

These are training programmes where trainees learn by experience. Trainees are placed in organisations/institutions to learn how those institutions carry out work.

**(g) Attachment**

It is a period of work experience offered by employer to mostly undergraduate students for work experience in an industry as part of their course lasting at least three (3) months. Attachment will be undertaken during the course and the duration will be for a maximum period of three (3) months.

**(h) Internship**

A period of work experience lasting not more than twelve (12) months, offered by an employer to college, university, post graduate adults or recent graduates to gain practical exposure to a real working environment within a specific professional area which relates to their field of study.

The County Government shall provide opportunities for internship within the various departments as will be regulated by the County Public Service Board.



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### 3.13 Levels of Training

#### (a) Induction

Chief Officers are responsible for ensuring that all officers joining the department on first appointment, transfer, re-designation, re-appointment and promotion are inducted within the first three (3) months. The purpose of induction is to enable an officer adapt and acquaint self with the position/job requirements, organisational/work environment and public service culture.

#### (b) Competency-Based Training

Competency is related to individual's ability to perform tasks and duties to pre-determined standards, goals and objectives. Officers joining public service organisations in any job classification enter with different types and levels of competences. As serving officers progress in their careers, they are expected to gain higher levels of competency which will be grouped into core, technical, managerial and leadership.

The government will entrench competency-based training and assessment in the public service for enhanced productivity and performance improvement.

#### (c) Certificate/Diploma

Where knowledge and skills are required at this level for the officer's performance improvement and career progression, approval of the training shall be based on the prevailing training regulations.

#### (d) Undergraduate Programmes

The government shall not sponsor serving officers for undergraduate programmes. Where there is need for skills at this level, the government will procure the same from the labour market.

Serving public servants are encouraged to undertake relevant undergraduate studies under self-development and part time arrangements. Employees who wish to sponsor their training shall be granted course approval. However, attainment of such qualification in itself is not a guarantee for automatic promotion.

In a bid to ensure that marginalised and minority groups and persons with disabilities are represented at all levels of the public service, public institutions may recommend sponsorship of officers for relevant undergraduate degree programmes and identified training needs in line with affirmative action programmes. Recommendations made on such requests shall be forwarded to the Board for approval. The affirmative action for under graduate degree programmes shall remain in force until such time that a representative public service is achieved.

#### (e) Masters Programmes

The Government will continue to support and approve training at masters level for officers requiring the skills as prescribed in the respective career progression guidelines. An officer wishing to pursue self-sponsored masters programme shall get approval from the Chief Officer as recommended by CHRTDC and DTC. Approval and sponsorship for a second masters programme shall not be granted.

#### (f) PhD Programmes

Training at PhD level will be approved for officers working in universities, research institutions and in departments or agencies where research is a major component of their job. The government will also approve and sponsor requests for training at PhD level on a case by case basis provided that the area of study is a national priority or is focused towards the department's strategic needs as outlined in its strategic

plan. Requests by officers wishing to pursue PhD on self- sponsorship shall be approved on condition that the area of study is relevant to their duties and that the approval shall not provide for reimbursement of training expenses.

The Government will sponsor officers for PhD training only if:

- (i) One is in a training institution.
- (ii) One is in a research institution.
- (iii) The Scheme of Service stipulates that a PhD qualification is a requirement for the job.

**(g) Pre-retirement**

Public Service organisations are expected to adequately prepare their employees for retirement by developing and implementing customised pre-retirement training programmes.

The Department in charge of Public Service and Administration, in collaboration with the relevant stakeholders will facilitate in development and review of a pre-retirement curriculum.

### **3.14 Authorisation of Training**

#### **3.14.1 Conditions for Authorisation**

Officers shall obtain course approval before proceeding for training. All applications for course approval must be addressed to the Chief Officer, Department of Public Service and Administration, Office of the Governor.

#### **3.14.2 Course Approval**

**(i) Applications for Course Approval**

All applications for course approval must be accompanied by the following supporting documents:

- (a) A letter of admission to an accredited training institution complete with fees structure.

- (b) A recommendation from respective Chief Officers.
- (c) Courses required for career progression should be supported with copies of relevant sections of the Scheme of Service.
- (d) A Training Bio data form as per Appendix 3, duly completed and forwarded by the immediate Supervisor and the Authorised Officer of the respective departments.
- (e) Proof of CHRTDC's decision.

**(ii) Conditions for Course Approval**

- (a) Approval of training for officers shall be in accordance with service regulations. An officer on an approved training shall be deemed to be on duty and entitled to requisite benefits.
- (b) Authority for local training, including in-service training in the public service training institutions shall be granted by the respective Chief Officer on recommendation of the Departmental Training Committee and/or the Chief Officer, Department in charge of Public Service upon recommendation of CHRTDC.
- (c) Authority for foreign training should be granted by the department responsible for Public Service.
- (d) An officer on an approved training shall be expected to successfully complete the programme within the stipulated period, submit a training report and a copy of the certificate.
- (e) An officer who fails to complete an approved training programme within the stipulated period and/or repeats the programme shall undertake the course at his/her own time and cost.
- (f) An officer, who fails to complete a training programme without valid reason, shall be required to refund the cost of the training.
- (g) An officer who returns from local or foreign long-term

training will not be eligible for approval for another long course until after the expiry of two (2) years. For short courses, an officer will be eligible after six (6) months of service. However, the restriction does not apply for courses organised and conducted internally within the organisation.

### **3.14.3 Foreign Training**

County sponsorship for foreign training will specifically be focused on national priorities and limited to specialised technical skills that are not available in local training institutions. Course approvals and co-ordination of foreign training programmes under development partners, bilateral and multilateral arrangements are to be undertaken by the department responsible for public service. Nomination and selection of trainees for foreign training shall be recommended by CHRTDC. Quarterly reports on all training undertaken in Departments/Agencies shall be submitted to the public service.

Course approvals for foreign training will be granted by the County Secretary after preliminary conditions have been fulfilled.

Foreign training for Board members shall be approved by the Chairperson.

The Chairperson's foreign training shall be approved by His Excellency the Governor.

The Board shall receive quarterly reports from the Department responsible for public service on decisions relating to foreign training programmes under development partners, bilateral and multilateral arrangements.

### **3.14.4 Travel Clearance**

Travel clearance is a requirement for officers travelling out of the country to attend a training programme. It will only be issued by the Board/Chief Officer, Department of Public Service and Administration, Office of the Governor or a designated officer in the department, after the officer has obtained a course approval. An officer should apply for travel clearance from the relevant authority at least one week before date of travel.

### **3.14.5 Learning Transfer**

Upon completion of training, an officer shall be expected to share the new skills/knowledge acquired with the rest of the staff in the department.

### **3.14.6 Group Training**

Any planned group training programme shall be accompanied with a detailed training proposal.

### **3.14.7 Release of Officers for Training**

It is Government policy that officers should attend various courses designed to improve their competence in the service. It is also in the interest of individual officers that they should at all times avail themselves of the opportunities provided by Government for the future development of their career and the service.

An officer must be released for any approved training. Any officer who has been granted a course approval and fails to attend will be liable to appropriate disciplinary measures. Having been selected, officers who fail to attend such courses will be subject to disciplinary procedures for insubordination.

### **3.14.8 Appeals on Training**

Where an officer is dissatisfied with a decision on award of training opportunities, the officer may appeal to the Board for review after exhausting the internal appeals mechanisms at the department or CHRTDC.

### **3.14.9 Course Variation**

A course may be changed in any or a combination of the following manner:

#### **(a) Change of Courses or Institutions**

If an officer changes an approved course or institution, he/she will be required to seek a new course approval.

**(b) Deferred Courses**

All applications for courses for government funding are valid during the specific year only, unless deferred by the CHRTDC meeting. Departmental Heads shall ensure that all deferred cases are resubmitted at subsequent CHRTDC meetings.

**(c) Course Extension Requests**

Course extensions will not be allowed, unless based on a written request from a training institution, in which case the request may be considered subject to the rules governing training.

**3.15 Terms and Conditions while on Training**

An officer on an approved training will be deemed to be on duty, entitled to the requisite benefits and subject to service regulations. The terms and conditions such as salary, promotion, leave, and allowances for officers attending external and local training are as indicated below:

**3.15.1 Officers Attending Local Courses**

**(a) Salary and Benefits**

An officer will continue to draw his/her substantive salary for the duration of the course. Any deductions due will continue to be made in the normal way. As long as an officer's work and conduct are satisfactory, he/she will be eligible to receive annual increments in accordance with the normal procedure. During the training an officer remains eligible to be considered for promotion.

**(b) Allowances**

An officer travelling for an approved training, sponsored by the Government will be deemed to be travelling on duty and will be granted appropriate allowances and travelling privileges in accordance with the prevailing regulations.

**(c) Leave Entitlement**

An officer attending a short course locally which has no provision for vacations is deemed to be on duty and must report back to work immediately the course is over.

- (i) An officer on a long-term full-time course of study in a local institution will normally be granted the student's vacation, but may be required to resume duty during vacations at his/her department provided that he/she enjoys a minimum of one month's leave in a year. Such an officer will not be eligible for any additional leave in respect of the period of the course.
- (ii) Unpaid study leave or leave of absence will not be granted for purposes of training.

**(d) Expenditure which will be met by the Officer**

An officer will be responsible for meeting the following expenditure in connection with a course:

- (i) A contribution to the cost of his/her training at the rate of 10% of his/her basic salary which must be remitted by his/her department to the Department of Public Service and Administration, Office of the Governor.
- (ii) All other personal commitments including subscriptions (voluntary or compulsory), laundry, recreation, entertainment.

**(e) Expenditure which will be met by the Government**

In addition to the payment of salary and allowances, the Government will meet the following expenditure for officers it has sponsored:

- (i) Fees for approved courses and related examination fees;
- (ii) The cost of travelling to and from the institution at the beginning and end of the course respectively;
- (iii) An officer who wishes to relocate the family while undertaking a course may be granted, prior to departure for the course, free transport for the spouse, children and luggage (up to transfer limits) to their preferred destination within Kenya in accordance with the service regulations;

- (iv) Free transport to the officer's duty station may also be granted on the officer's return at the end of the course;
- (v) An officer on foreign training shall be eligible for cost of travelling to and from the institution to attend an interview for a position in the public service.
- (f) **Retention of Government Quarters or Payment of House Allowance**
  - (i) An officer who is in occupation of a Government quarter will be allowed to retain such a quarter for occupation by his/her family for the duration of the course and the usual rent at market rates will be deducted from his/her salary.
  - (ii) An officer on training will continue to receive house allowance in the usual manner.

### 3.15.2 Officers Attending Courses Outside Kenya

#### 3.15.2.1 Courses Financed by the County/National Government

##### (a) Salary and Benefits

An Officer's full basic salary will continue to be paid throughout the period of study and any deductions will continue to be made in the usual way.

In addition to the normal salary deductions, 20% of the officer's basic salary will be deducted by his department and remitted to the department in charge of public service as contribution towards the cost of the officer's training.

Provided that performance and conduct are satisfactory, the officer will continue to be eligible for annual increments in the normal manner.

##### (b) Allowances

An officer who is required to attend a course/seminar/workshop outside Kenya will be eligible for payment

of maintenance allowance at the prevailing rates to meet his/her basic and other living expenses such as subsistence, accommodation, local transport, warm clothing, outfits and baggage on return home.

##### (c) Leave Entitlement

Any officer attending training outside the country will be eligible for their normal annual leave due only for the year they return to the country.

##### (d) Expenditure which will be met by the Officer

An officer will be responsible for meeting all expenditure in connection with the course on the following items from the allowances payable to him/her:

- (i) The full cost of his/her own subsistence during both long-term time and vacation, whether this takes the form of a fee for a residence at an institution or payment of board and lodging outside the institution;
- (ii) Fares for daily journeys between his/her lodging and place of study;
- (iii) The purchase of all outfits and clothing including any academic dress required;
- (iv) Subsistence when travelling;
- (v) All other personal commitments including subscriptions (voluntary or compulsory), laundry, recreation, entertainment, among others.

##### (e) Expenditure which will be met by the Government

In addition to the payment of salary and allowances, the following items of expenditure will be met by the Government:

- (i) Pre-departure medical examination, passport, visa, vaccination and inoculation fees;

- (ii) All course fees (other than residence fees or other charges for board and lodging) including registration, admission, tuition, examination, project/dissertation/thesis, laboratory and similar fees;
- (iii) All transport and travelling necessary in connection with an officer's training (other than daily commuting between lodgings and an officer's normal place or places of study) at economy class rates;
- (iv) Local transport and travelling to and from the airport of departure and arrival in Kenya;
- (v) Economy class passage to and from the country in which the course is held;
- (vi) Medical insurance contribution, where applicable.

### **3.15.2.2 Courses Financed Under Technical Assistance Arrangement**

All the conditions which are articulated in 3.15.2.1 (a) to (e) above will apply to serving officers undertaking courses under technical assistance arrangements.

#### **(a) Expenditure which will be met by the Government**

In addition to the payment of salary and allowances, the County Government will meet the expenditure in respect to any items listed in 3.15.1 (e) above if these are not covered by the scholarship award.

Course fees and the cost of transport and travelling in the country in which the course is held will, however, be met from the award.

#### **(b) Medical Insurance Coverage**

The terms of a scholarship award may or may not provide medical insurance coverage. Where such insurance coverage is not provided under a Technical Co-operation Training Award, the County Government will make appropriate arrangements through the appropriate mission abroad to provide sufficient medical insurance coverage for the student.

#### **(c) Allowances**

Maintenance allowance from County Government funds will not normally be paid since an officer's subsistence is generally provided for by the scholarship award.

However, in a case where an officer is travelling outside the country on a short course of up to four (4) weeks and is partially funded under bilateral agreement, the officer will be entitled to 25% of the subsistence allowance applicable to the designated country.

### **3.15.2.3 Self Sponsored Courses**

Where an officer finances his/her training he/she will be entitled to requisite benefits provided by the government. The officer will be exempted from the training levy. The officer must provide evidence on ability to fund the training throughout the period while on training. The training must have been approved by the government.

### **3.16 Bonding**

This is a formal agreement binding the officers to serve in the County Public Service for a specific period of time following completion of training.

The County Government shall bond serving officers proceeding on approved courses of training locally or abroad lasting six (6) months and above to enable the government to benefit adequately from its investment in training.

Bonded employees will be required to issue a three-month notice of their intention to leave service. This requirement shall be strictly adhered to by all.

#### **(a) Length and Amount of Bond**

Bond periods can be as short as one year or as long as five years. The bond amount will be the total cost of training. It will be

determined by either the duration of the course or the value/cost of the course.

**(b) Bond Period Determined by Course Duration**

- (i) Six (6) months to one (1) year training will be bonded for one (1) year.
- (ii) One (1) year to two (2) years training will be bonded for two (2) years.
- (iii) Three (3) years and above training will be bonded as per the duration of the course but not more than five (5) years.

**(c) Bond Period Determined by Cost of Training**

- (i) Officers attending courses of less than six months such as seminars or short courses will also be bonded depending on the cost of the training.
- (ii) Where the County Government considers the value of such courses to be high and constraining the County's training budget, the officer will be bonded for a minimum period of one year, but not exceeding five years.
- (iii) The duration of the bond period shall be extended should the cost of the training be higher than the set minimum. This will apply to those sponsored for training outside the country or for professional, technical or specialised development courses.

**(d) Calculation of the Bond Amount**

The cost of the bond constitutes the total cost of training. It includes tuition fees, living allowances and gross salary for the duration of the course. Workers trained by taxpayers will be expected to pay these amounts should they leave the service before the bond matures. The components of the bond amount, therefore, may include the following (as applicable):

- (i) Tuition.
- (ii) Dissertation/research/thesis/project expenses.

- (iii) Insurance fee.
- (iv) Library/computer/examination fees.
- (v) Travel/transport expenses.
- (vi) Gross salary for the period of the course in months less 10% (for local) or 20% (for foreign) training levy.
- (vii) Book allowance.
- (viii) Living/subsistence allowance.
- (ix) Any other approved training expenses.

**(e) Calculation of Bond Amount Based on Mode of Study**

The amount of bond may be determined based on mode of study as follows:

**(i) Full-time sponsored**

Total cost of training plus the gross salary for the duration of training.

**(ii) Full-Time self-sponsored**

Gross salary for the duration of training.

**(iii) Part-Time sponsored**

Total cost of training plus gross salary for the period of training during Government working hours.

**(iv) Part-Time self-sponsored**

Gross salary for the period of training during Government working hours.

**(v) Own Time Self-Sponsored**

No bonding except for where the officer claims 50% reimbursement in which case the refundable amount constitutes the bond amount.

**(vi) Own Time-Sponsored**

Bonded for the full cost of training for duration of the course.

**(f) Other Regulations on Bonding**

**(i) Liquidated Damages**

This refers to redeeming of bond for termination of service before expiry of bond period. An employee who leaves service before the expiry of the bond period shall be liable to pay the whole amount of the bond in lumpsum.

**(ii) Limitations on Bonding**

Only officers on Permanent and Pensionable terms of employment are to be bonded because they are eligible for long and short-term training programmes that attract bonding. Employees on probation, casual, interns, contract and temporary terms will only attend short-term training that does not attract bonding subject to 3.16 (c) (ii) of this policy.

**(iii) Bond Merger**

Where a bondee has been awarded a second scholarship by a development partner in recognition of exemplary performance and the same is approved by the CHRTDC, the bondee will be required to enter into a second bond agreement. The two bonds shall be combined and the period shall not exceed five (5) years.

**(iv) Concurrent Bonds**

When an officer is awarded a short term course in specialised/critical areas that attracts bonding before completion of bond period, the officer will enter another bond agreement and the two bonds shall be served concurrently.

**(v) Forfeiture of Bond Agreement**

If a bondee fails to complete a course of training for reasons which cannot be justified, he/she and or his/her surety/ies will be liable to repay any sums advanced.

**(vi) Transfer of Bond Obligations**

Should a situation arise where a bondee has to and must change jobs or work stations during the period of the bond, the following shall be undertaken:

- (a) Within the County Public Service, the remaining bond will be transferred to the new work station.
- (b) To State Corporation, the remaining bond will be transferred to the new work station.
- (c) From County Public Service to partially County Government-owned Agency on own initiative, the bond must be redeemed in full.
- (d) From County Public Service to partially County Government-owned Agency through employer's initiative (secondment), the remaining bond will be transferred to the new work station.
- (e) Within State Corporations and Statutory Bodies, the remaining bond will be transferred to the new work station.
- (f) From County Public Service to private sector, the bond must be redeemed in full.

**3.16.1 Bonding Instrument/Training Bond Form**

A bondee will be required to fill Training Bond Form in triplicate. (See Appendix iv). It requires the following details:

- (i) Attachment of a coloured passport size photograph of the bondee.
- (ii) Provision of bondee's personal particulars including ID number, personal number, PIN number, passport number, email address and telephone number.
- (iii) The form must be signed by sureties.
- (iv) The form must be signed in the presence of the Legal Officer and witnessed by the Head of Human Resource Management.



### 3.16.2. Sureties

#### (a) Qualification of a Surety

A person will qualify to be a surety if he/she satisfies the following conditions:

- (i) Is a County Public Servant.
- (ii) Is at a grade comparable, same or higher than the bondee.
- (iii) Is at least 21 years of age and of a maximum age that enables him/her to serve for the duration of the bond.
- (iv) Does not stand surety for more than five (5) bondees at any given time.
- (v) Has not been declared bankrupt.

An officer serving a bond may stand as a surety for a maximum of three bondees.

#### (a) Number of Sureties

Every bondee shall secure two eligible persons to sign as sureties on the bond form.

#### (b) Death of Surety

In the event that a surety dies before the bond agreement has been fully discharged, the bondee has an obligation to inform the relevant Authorised Officer and seek replacement for the remaining amount of the bond.

#### (c) Surety Commitment

Should a bondee forfeit the agreement and fail to redeem the bond amount, the surety shall be required to pay all monies outstanding after reasonable attempts have been made by the Government and the surety to locate the bondee. The surety will indemnify the Government against all legal and administrative costs that will be incurred by reason of any default on the part of the bondee.

Names of the bonded employees will be circulated to other data systems such as the Kenya Revenue Authority and in the event of default which will make it easier to bring to account those who breach the bonds.

#### (d) Release of Surety

The surety will be released from his/her obligations under this agreement when the bondee serves the bond period, redeems the full bond, or if he/she dies.

### 3.16.3 Examination Grants and Bonuses

An officer who, on his/her own initiative and at his/her own time, undertakes and passes a professional course which is administered by a recognised institution will be eligible for refund of tuition expenses and examination fees of 50% provided that:

- (i) The course is relevant to their Scheme of Service.
- (ii) The course has been approved by the Authorised Officer.
- (iii) The officer has not been sponsored for the same course before.

In addition, the officer may be eligible for payment of an examination bonus in accordance with the existing regulations. However, officers undertaking a first degree will not benefit from this provision.

### 3.17 Career Guidance and Counselling

Career guidance and counselling shall be institutionalised in the public service. All public officers irrespective of gender, age, race, religion and socio-economic status, will be encouraged to pursue available career opportunities in line with their abilities, talent and interests. The government will develop guidelines to provide operational and strategic direction for career guidance and counselling.

Departments shall put in place special career guidance and counselling initiatives to address the needs of public servants who become physically and/or psychologically disoriented while in service in order to rehabilitate and reintegrate them in ways that will enhance their performance.

### **3.18. Mentoring and Coaching**

Mentoring as an approach to Human Resource Training and Development involves transfer of knowledge, skills, attitudes and competences from the mentor to the mentee. A mentor can be instrumental in facilitating self-reflective learning, induction, career growth, personal development and change management. Departments/Units shall institutionalise a mentoring culture in the public service by encouraging implementation of mentoring programmes as a way of developing staff.

Through coaching, the employee is made to accept responsibility for his/her own actions or omissions and is assisted to address work related problems so as to achieve superior performance. The Coach can apply performance, life, business coaching and facilitative learning for a short period of time and thereafter assign the Coachee the responsibility of continuous learning. Public service departments will develop and entrench coaching programmes in their Human Resource Training and Development strategies. The Government shall develop a framework to guide and entrench coaching programmes in the public service.

### **3.19 Knowledge Management**

The Public Service generates a lot of knowledge and information through normal operations, research, reports and observations. The knowledge is usually in the custody of the individual officers as tacit knowledge or in the organisation as explicit knowledge.

Knowledge is a resource to be shared by all and hence the need to harness, conserve and protect the knowledge from loss, misuse, mismanagement and abuse. Proper knowledge management enhances economic growth and productivity, improves service delivery and supports generation of new ideas.

Departments/Units are expected to promote a culture of openness and information sharing. The department responsible for culture shall achieve important information for future reference, learning and preservation of cultural heritage.

Knowledge Management will be institutionalised through establishment of knowledge sharing-platforms, including well-equipped and managed documentation, information, learning and resource centres in the public service. The government will also build the capacity of public servants on knowledge management techniques, procedures, processes and encourage a culture of reading.

### **3.20 Staff Secondment**

The government utilises secondment as a way of providing public servants with opportunities to learn, benchmark, and acquire practical knowledge and skills from organisations with known areas of specialisation.

Public service employees may be seconded to other public organisations for a period not exceeding three (3) years and may be renewable once.

### **3.21 Continuous Professional Development**

A professional body creates a forum for its members to interact and deliberate on issues affecting their profession, establish minimum standards of behaviour, guiding regulations, ethics, quality assurance and professional credibility and disciplinary control criteria. The government will continually develop its employee's professional knowledge and skills and encourage them to join relevant professional bodies. The government will establish mechanisms for supporting employees especially where the career guidelines require them to be registered by a professional body. Individual employees shall be expected to take initiatives for their professional development.

### **3.22 Skills Inventory**

Vision 2030 lays emphasis on the need to develop, update and maintain a comprehensive skills inventory that would indicate the distribution of well-trained human resource and as a tool for the County's future training programmes. Therefore, accurate data is necessary for strengthening the management and development of HR in the public service.

## **Institutional and Implementation Framework For Training and Development Function**

### **4.1 Management and Co-ordination of Training**

The County Public Service Board has delegated the planning, co-ordination of training and capacity-building in the County Public Service to the Department of Public Service and Administration, Office of the Governor. The Board has also mandated the Authorised Officers in various departments to co-ordinate all Human Resource Training and Development activities through the Departmental Training Committees, in their departments. The different players in the training function are listed below:

#### **4.1.1 County Public Service Board (CPSB)**

The Board is charged with the responsibility of ensuring Human Resource Training and Development through the following:

- (a) Provision of advice to the County Government on Human Resource Training and Development activities in the County Public Service.
- (b) Liaising with Public Service Commission (Kenya) and Directorate of Public Service Management on Human Resource Training and Development issues.
- (c) Monitoring and evaluation of training in the public service.
- (d) Regulating placement of attachees and interns in the public service.
- (e) Authorising Human Resource Training and Development functions through appropriate delegation to departments/units.

#### **4.1.2 Department of Public Service and Administration, Office of the Governor**

The mandate of the department through the County Human Resource Training and Development Committee comprises the following:

- (a) Co-ordinating all training activities in the County Public Service.
- (b) Provision of professional guidance to the County on Human Resource Training and Development matters.
- (c) Carrying out Training Needs Assessments with user departments.
- (d) Co-ordinating and developing annual training plans for the County Public Service.
- (e) Maintaining skills inventory.
- (f) Setting objectives for Human Resource Training and Development planning in conjunction with County Human Resource Training and Development Committee.
- (g) Preparing the training budget and utilisation of training funds in liaison with user departments in the County.
- (h) Administering County training programmes.
- (i) Monitoring and evaluating training programmes.
- (j) Carrying out Human Resource Training and Development audit.
- (k) Conducting and maintaining skills inventory.
- (l) Liaising with relevant Boards and training institutions in placement of trainees.
- (m) Bonding serving officers undertaking training that attracts bond.
- (n) Issuing course approvals to officers proceeding on authorised training.
- (o) Recommending recovery and remittance of training levy to Department of Public Service and Administration/National Industrial Training Authority (NITA) as may be appropriate.

#### 4.1.3 Public Service Training Institutions

The Public Service Training Institutions are responsible for:

- (a) Designing, implementing and reviewing training programmes in collaboration with stakeholders;
- (b) Establishing, equipping and maintaining documentation information, learning and resource centres;
- (c) Quality assurance of training programmes, materials, trainers' qualifications and institutional capacity; and
- (d) Development and maintenance of infrastructure, in tandem

with local and international standards, in collaboration with department responsible for Public Service.

#### 4.1.4 County Human Resource Training and Development Committee (CHRTDC)

This Committee will co-ordinate training and development matters in the County public service.

##### (a) Composition of County Human Resource Training and Development Committee (CHRTDC)

- (i) Chairman: Chief Officer, Department of Public Service and Administration, Office of the Governor or an appointee of the Authorised Officer not below Job Group 'P'.
- (ii) Secretary: Head of Human Resource Management.
- (iii) Members: Chief Officers of the departments and Heads of Sections/Units in the departments who are not below the level of Job Group 'N'.

##### (b) Functions of County Human Resource Training and Development Committee (CHRTDC)

- (i) Developing the entire County Government training projections and reviewing Departmental Training Needs assessment reports and projections.
- (ii) Recommending for approval of all seminars, workshops, short and long courses to be undertaken by public officers.
- (iii) Rationalising training opportunities for courses to be undertaken by public officers.
- (iv) Approving training budgets allocated to respective departments.
- (v) Mobilising resources for training.

#### 4.1.5 Departmental Training Committees (DTCs)

These are Committees established within Departments to deliberate on matters pertaining to training of staff within their departments.

**FUNDING AND SPONSORSHIP OF TRAINING**

**5.1 Items to be Funded by the County Government**

The funding for the training and development activities will cover:

- (i) Tuition fees
- (ii) Dissertation/research/thesis/project expenses
- (iii) Insurance fees
- (iv) Library/computer/examination fees
- (v) Travel/transport expenses
- (vi) Book allowance
- (vii) Living/subsistence allowance
- (viii) Any other approved training expenses

**5.2 Sources of Funding**

Training and development funds will be sourced by the government, individual officer or department through the following avenues:

- (i) Government allocation
- (ii) Self sponsorship
- (iii) Technical assistance
- (iv) Public-Private Partnership
- (v) Public-Public Partnership
- (vi) County Revolving Fund

**5.3 Funding of Training**

**(a) County Government Sponsorship**

This is funded by the exchequer for in-service courses in various Government Training Institutions and Polytechnics. Allocations for these courses are factored into the budget each financial year after receiving budget projections from the Authorised Officers.

## **(b) Training Revolving Fund**

The County Government will set up a Training Revolving Fund to assist County public officers access funds at subsidised interest rates for training in order to enhance knowledge and skills considered critical for performance improvement and achievement of development goals.

Officers who have been projected for training and the departments have no funds to sponsor them within the fiscal year may be advised to apply for financial assistance from the training revolving fund.

## **(c) Departmental Sponsorship**

This is funding from the respective departments for post-graduate studies and shall be awarded on the following criteria:

- (i) **Length of service** – Must have completed three years (3) of service from the date of the first appointment.
- (ii) **Skill Relevance** – The skills being sought must be relevant to the duties of the officer.
- (iii) **Critical Skill Gaps** – Priority will be given to applications in fields where critical skill gaps exist.
- (iv) **Cost of training** – The cost of the training must be as approved.
- (v) **Mode of training** – The choice of mode of training should be such that as much as possible it should not interfere with the smooth flow of official work. Officers are encouraged to take part-time classes unless it is critical that one attends a full-time course.
- (vi) **The training venue** – Officers should as much as possible apply to local training institutions. The County Government will only approve courses in institutions out of the County and the country for critical and relevant courses which are a requirement in the respective Schemes of Service and are not locally available.

Approval for training in institutions outside the county/country will also be given for courses which are considered a county priority or are focused towards a department's strategic needs as laid out in the Strategic Plan.

## **(d) Donor Funding**

Donor funding may be in form of scholarships through bilateral agreements with development partners. Announcement of the scholarships will be made by the Chief Officer, Department of Public Service and Administration, Office of the Governor or the Board to respective departments.

Responses from prospective public officers will be forwarded to the development partners through the Department of Public Service and Administration, Office of the Governor. The list of successful applicants will be communicated to the Authorised Officers through the department responsible for Public Service and Administration.

## **(e) Self-Sponsored Courses**

Officers undertaking part-time or full-time self-sponsored courses will be exempted from paying the training levy. Such officers will be eligible for full salary and benefits as long as the course is approved, relevant and is undertaken in an accredited institution.

Full-time self-sponsored officers shall be bonded for an amount equivalent to the total gross salary earned for the duration of the course.

In a case where an officer has proceeded on an approved self-sponsored course and in the course of training secures Government funding, the remittance of the appropriate training levy by the officer to the Government will only apply for the duration of the sponsorship. However, sponsorship will not cover any outstanding fees prior to the sponsorship.

An officer must show proof of financial capability and attach original bank statement on self-sponsored training undertaken overseas.

## 5.4 Training Levy

Officers undertaking residential courses lasting more than four (4) weeks and above in local training institutions will be required to contribute to the cost of their training at the rate of ten per cent (10%) of their basic salary per month for the duration of the course.

Officers attending residential courses lasting more than four (4) weeks in institutions outside the country will contribute to the cost of their training at the rate of twenty per cent (20%) of their basic salary per month for the duration of the course. This is regardless of whether the courses are sponsored by the Government of Kenya or by Development Partners through bilateral or multilateral arrangements.

Officers undertaking part-time or full-time self-sponsored courses are however, exempted from paying the training levy.

Accounting Officers should ensure that the officers' training contributions are remitted in lumpsum for the duration of the course to the Department responsible for Public Service before the commencement of the course.

Chief Officer, Department of Public Service and Administration, Office of the Governor, shall ensure that the officers' contributions are deducted and remitted to the revolving fund for the duration of the course

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## CHAPTER SIX

### MONITORING AND EVALUATION

#### 6.1 Introduction

Monitoring and Evaluation (M and E) ensures control and provides information needed for decision-making. Monitoring involves a continuous tracking of the progress made on training while evaluation deals with gathering data and information to establish the value of a training programme and the return on investment in HRTD activities.

Monitoring and Evaluation helps public service organisations to measure the results against pre-determined objectives, fast track the implementation and compliance with policies, strategies, standards, rules and regulations. It also provides feedback on the relevance, effectiveness and efficiency of various training programmes.

#### 6.2 Monitoring and Evaluation Reporting

Public Service organisations shall continuously carry out M and E and report on quarterly basis. The reports will, among others, cover the following:

- (i) Distribution of training opportunities in terms of gender, age, cadre/designation, ethnicity, persons with disabilities, minorities and marginalised groups, and sponsor;
- (ii) Number and types of group courses organised;
- (iii) Cost of the training programme(s);
- (iv) Relevance of the programme(s);
- (v) Officers bonded, the cost and the defaulters; and
- (vi) Officers paying relevant Training Levy.

#### 6.3 Training Impact Assessment

Training Impact Assessment (TIA) evaluates the effectiveness and relevance of a training programme in terms of content, application, adaptability and the behaviour change of the trainee on the job and in the

work environment. This can be measured by comparing the performance of employees before and after the various trainings programmes. TIA reports shall be submitted to the County Public Service Board within three months of undertaking.

#### 6.4 Human Resource Training and Development Audit

Human Resource Training and Development Audit serves as a means through which an organisation measures the management of its training and capacity-building function.

The HRTD activities and systems should be regularly reviewed, monitored and audited to facilitate optimum utilisation of employees' potential and improved productivity.

The Government will develop norms and standards and institutionalise mechanisms for auditing human resource functions in the public service. Human Resource Training and Development audit shall aim at establishing the extent of compliance with the Constitution, HRTD policies and guidelines, rules and regulations. It shall also be used for HRTD risk mitigation.

#### 6.5 Review of the Policy

The HRTD Policy shall be reviewed every three (3) years or as need arises taking into account emerging issues and international trends.

### APPENDIX I

REPUBLIC OF KENYA



COUNTY GOVERNMENT OF KAKAMEGA

### TRAINING PROJECTIONS TEMPLATE

#### TRAINING PROJECTIONS

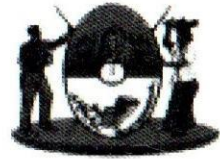
For.....(Department).....Financial Year

No.	Name	Gender	P/No.	Designation	J/G	Date of Birth	Date of 1 <sup>st</sup> Appointment	Last Course Attended		Course Applied for							
								Course	Date	Venue	Course Title	Duration	Venue	Cost	Sponsor	Recommendation	
										From	To						
1.																	
2.																	
3.																	
4.																	

**Note: Cost of Training:** Include tuition, per-diem, transport, accommodation and other training expenses.



REPUBLIC OF KENYA



COUNTY GOVERNMENT OF KAKAMEGA

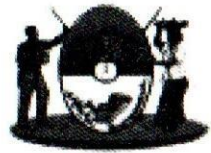
Group Training Proposal Format

Group Training in.....(Name of the Course).....

S/No.	Training Objective	Specific Objective	Target Group	Number of Participants	Duration	Venue	Budget	Sponsor	Recommendation
1.									
2.									
3.									
4.									
5.									
6.									
7.									
8.									

\*Duration: Give the dates (From:....To..... ), No. of days, weeks or months

REPUBLIC OF KENYA



COUNTY GOVERNMENT OF KAKAMEGA

TRAINING BIO-DATA FORM

PART 1 (PERSONAL AND COURSE DETAILS)

Name: .....P/No.:.....  
 Designation: .....Station: .....  
 Date of Birth:.....Telephone No: .....  
 Address: .....  
 Date (First Appointment):..... Date (current Appointment):.....  
 Date of last course attended: From: .....To:.....  
 Title of last course attended:.....  
 Bond period: .....  
 Bond amount (Kshs.): .....Date Bond expired:.....  
 Title of course requested: .....  
 Duration: From:.....  
 To:.....  
 Mode of study: .....(1<sup>st</sup> degree must give adequate reasons if not part-time)  
 Venue:.....Sponsor:.....  
 Total training costs .....(include travel, accommodation, tuition and any other hidden costs)  
 Applicant's signature:.....

**PART 2 (FOR OFFICIAL USE ONLY)**

Course justification by immediate Supervisor:.....

.....

Supervisor's name:.....Designation:.....

Sign: .....Date:.....

**Forwarded by Head of Department:**

Name: .....Designation: .....Sign: .....Date: .....

*APPENDIX IV*

**REPUBLIC OF KENYA**



**COUNTY GOVERNMENT OF KAKAMEGA**

**DEPARTMENT OF PUBLIC SERVICE AND  
ADMINISTRATION, OFFICE OF THE GOVERNOR**

**TRAINING BOND FORM FOR COUNTY PUBLIC SERVICE  
OFFICERS**

Please use block letters to complete this form in triplicate.

- Attach a recent coloured passport size photograph.
- Copies to be distributed to Department of Public Service and Administration Staff Training file, officer's departmental personal file and a copy to be retained by the bondee.

Know all men by these presents that:

I..... (Full Names as per records held).....  
(Designation).....

Personal Number.....ID No.....

Pin No.....Passport No.....

Cell phone No.....E-mail.....

Department/Section/Unit..... Address.....

Postal Code.....Telephone No.....

Other relevant information.....

.....

.....

Commit to serve in the Department/Section/Unit of .....  
for.....years upon completion of the course in.....  
(name of the course).....  
held at..... (name of the institution).....  
From..... (date commenced).....to.....(date ended)....

AND:  
1. ....(Full Names of 1<sup>st</sup> surety).....  
(Designation).....  
Personal Number.....ID No.....  
Pin No.....Passport No.....  
Cell phone No..... E-mail.....  
Department/Section/Unit..... Address.....  
Postal Code.....Telephone No.....  
Other relevant information.....

2. ....(Full Names of 2<sup>nd</sup> surety).....  
(Designation).....  
Personal Number..... ID No.....  
Pin No.....Passport No.....  
Cell phone No.....E-mail.....  
Department/Section/Unit..... Address.....

Postal Code.....Telephone No.....  
Other relevant information.....

We (Bondee, 1<sup>st</sup> and 2<sup>nd</sup> surety) jointly and severally bind ourselves, our heirs, executors and administrators to pay unto the government of Kenya (*herein after called 'the Government'*) on demand the sum of Kenya Shillings (*in words*).....(in figures)..... on account of the Bondee defaulting to serve the bonded period of .....years.

Sealed with our seals this day of..... in the year Two thousand and..... (20....).....

**Whereas** for the protection of Government interests, the above Bondee has agreed to execute the bond and comply with the conditions set out hereunder:

**Now the Conditions of the above Written Obligations are that:**

1. Every serving officer granted a course approval to pursue a course of study tenable in or outside Kenya is required to comply with the following rules:
  - (a) To proceed to the recognised institution and begin the course of study for which the approval was granted and to continue with such studies as long as prescribed unless she/he is prevented from doing so by sickness proved by a certificate from a Medical Practitioner or by circumstances beyond his/her control and recognised as such by the Authorised Officer or any other person on that behalf.
  - (b) To devote his/her whole time to following the course of instruction for which the course approval is granted unless permission to undertake other studies or modify his/her course in content or duration is granted.

- (c) Not to engage in any occupation or activity which is considered detrimental to his/her progress in the course of studies prescribed for him/her and/or detrimental to his/her health.
- (d) To satisfy the Government as to attendance, conduct and progress by a report from the Head of the Institution or such other approved person at the institution at which he/she is studying.
- (e) To comply with the scholarship conditions.
- (f) To sit for and pass any prescribed examinations or approved group of examinations within the time fixed by the authorities of the institution at which he/she is attending unless she/he is prevented from doing so by sickness proved by a certificate from a Medical Practitioner or by circumstances beyond his/her control and recognised as such by the Authorised Officer or any other person on that behalf.
- (g) To complete the course within the stipulated period and resume duty.
- (h) On resumption of duty to continue in the service for a period as per the aforementioned bond agreement.
- (i) The commencement of the bond will be either the earliest date the employee reports to work station after completion of training; or the date the employee goes on annual leave immediately after completion of training.
- (j) All Bondees will be required to sign the following declaration in the presence of either a Magistrate, Commissioner of Oaths or the County Attorney.
- (k) An officer under bond obligation who privately secures employment in any partially owned public institution or private sector will be required to redeem the bond in full.

2. The obligations contained in this agreement shall also be governed by the terms and conditions in the Public Service and will bind and be paramount to any subsequent terms of appointment unless his/her bond is first terminated by the County Government.

- 3. This Training Bond Form, together with the Guidelines on Bonding Public Service Trainees, shall constitute a formal agreement between the Bondee and the County Government.
- 4. In the event the Bondee shall breach any or all of the above conditions, the above written bond shall remain in full force and effect and the agreed bond amount shall be forthwith payable to the Authorised Officer on behalf of the County Government by way of liquidated damages and not as a penalty and in case of his/her failing to do so, by the Surety/ies, jointly or severally.

**The Above Written Obligations are Conditioned to be Void in Case:**

- (i) The Bondee completes the period of obligatory service;
- (ii) The Bondee or Surety/ies fully redeems the bond;
- (iii) The service of the employee is terminated by the employer;
- (iv) The Bondee is declared permanently incapacitated by a certificate from a recognised medical Practitioner; and
- (v) The Bondee dies.

It should be noted that upon the lapse of the bond period, the Bondee and Surety/ies should be notified in writing within twenty one (21) days.

Signed, sealed and delivered by:

Bondee name.....Signature.....Date.....

First Surety name.....Signature.....Date.....

Second Surety name.....Signature.....Date.....

In the presence of (Magistrate, Commissioner of Oaths, County Attorney)

Name.....Signature.....

(seal).....Date.....

**Declaration**

I.....(Name of Bondee).....

Hereby declare that I have read the foregoing rules and conditions and agree to abide by them.

Signature..... Date.....

I certify that the Declaration was both read and signed by the Candidate in my presence on the.....day of.....20.....

Name.....(witness).....Signature.....(stamp).....

Date.....

(Human Resource Management and Development Officer)

*APPENDIX V*

**REPUBLIC OF KENYA**



**COUNTY GOVERNMENT OF KAKAMEGA**

**DEPARTMENT OF PUBLIC SERVICE AND  
ADMINISTRATION, OFFICE OF THE GOVERNOR**

**Quarterly Training Returns Format**

**Quarterly Training Returns**

**For Quarter .....From:.....To:.....**

S/No.	Cadre	Approved Long Courses	Approved Short Courses	Total Approved Training Requests	Ongoing Courses	Completed Courses
1.						
2.						
3.						
4.						
5.						
	<b>Sub-Total</b>					
	<b>Grand Total</b>					

REPUBLIC OF KENYA



COUNTY GOVERNMENT OF KAKAMEGA

DEPARTMENT OF PUBLIC SERVICE AND  
ADMINISTRATION, OFFICE OF THE GOVERNOR

Summary of Training Returns for Financial Year Ending.....

S/No.	Cadre	OnGoing Courses	Completed Courses	Total Approved Requests
1.				
2.				
3.				
4.				

## **Vision**

A leading department in the provision of excellent human resource and administrative services in the County and beyond.

## **Mission**

To provide quality and timely human resource and administrative services for sustainable environmental, social and economic development of Kakamega County.

## **Core Values**

- Integrity
- Respect for National Diversity
- Fairness, Equity and Social Justice
- Confidentiality
- Commitment
- Public Participation
- Team Work



County Government of Kakamega  
Department of Public Service and Administration  
Office of The Governor  
P.O. Box 36-50100  
Kakamega