

MATRIX OF LAWFUL CONSEQUENCES FOR INFRACTIONS IN THE PUBLIC SERVICE

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Rationale for the Matrix of Consequences

■ Context:

Continuous improvement of performance and efficiency in the Public Service is a key priority of this Administration.

■ Observed Weaknesses:

Failure to take **prompt corrective action**

Failure to administer **lawful and proportionate consequences**

■ Impact:

Slowed delivery of Government promises

Decline in **quality, quantity, and timeliness** in the delivery of services to the public

Emergence of a **culture of impunity** and persistent **non-performance**

■ Response:

Introduction of a **Matrix of Lawful Consequences** to address systemic infractions

Purpose of the Matrix

- **Establish** a structured, lawful response to infractions.
- **Restore** discipline, accountability and institutional credibility.
- **Inculcate** a culture of prompt corrective action
- Align with **Articles 10 and 232** of the Constitution and other statutory provisions and regulations .
- Reinforce **Zero-Fault Audit, Public Sector Revitalisation and Re-energization Campaigns, Productivity Enhancement in the Public Service, Compliance of and Efficiency within Public Entities Programmes**

Expected Outcomes

1. Enhanced Accountability and Integrity

- Establishes clear behavioural standards and the outcomes of non-compliance.
- Helps prevent impunity by ensuring that no wrongdoing goes unaddressed

2. Improved Performance and Efficiency

- Encourages employees and management to meet performance targets and institutional goals.
- Reduces cases of absenteeism, negligence, and underperformance by linking actions to consequences.

3. Enhances Transparency and Fairness

- Provides a standardized and objective approach to handling misconduct or poor performance.
- Minimizes perceptions of favoritism, bias, or arbitrary disciplinary actions

4. Enhanced Talent Management

- Discourages toxic behavior while motivating high performers to continue excelling.
- Creates a healthy work culture where expectations and consequences are clear

Expected outcomes...Cont.d

5. Strengthened Institutional Governance

- Reinforces ethical standards and good governance in line with public service values.
- Helps Boards and CEOs exercise proper oversight over management and staff.

6. Early Intervention and Risk Mitigation

- Enables prompt corrective action to prevent further deterioration or financial loss.
- Encourages learning and development through remedial measures such as coaching or retraining.

7. Enhanced Public Trust

- Citizens are more confident in institutions that apply consequences consistently and justly.
- Demonstrates that State Corporations are committed to stewardship of public resources.

"Trust is the currency of public leadership."

— John Maxwell

Infractions Covered by the Matrix

- Failure to comply with lawful instructions, circulars, guidelines, or codes of conduct.
- Conduct of Chairpersons, Board Members, CEOs and Staff
- Audit-related lapses and PFMA violations.
- Procurement breaches, conflict of interest, and abuse of office.
- Underperformance in Performance Contract targets.
- Administrative infractions

Sanctions and Corrective Measures

Administrative & Disciplinary Actions

1. Oral/Written Warnings
2. Reprimand
3. Interdiction
4. Suspension
5. Termination of Employment
6. Censure (for Boards and Chairpersons)
7. Revocation of Appointment
8. Removal from Decision-Making Roles
9. Disciplinary Process (HR Manual / PSC-led)

Sanctions and Corrective Measures...Cntd'

Financial & Accountability Measures

10. Surcharge (Recovery of Losses)
11. Restitution
12. Debarment from Further Imprest
13. Withholding of Benefits
14. Constrained Promotion
15. Deferred Salary Increment
16. Personal Liability for Unlawful Acts
17. Cancellation of Recruitment/Appointment Letters

Oversight and Due Process

H.E. The President

Exercises direct authority over Presidential appointees, including the power to reprimand, suspend, and revoke.

Chief of Staff & Head of the Public Service

Leads the enforcement architecture through circulars, directives, referrals, and cross-agency coordination.

Principal Secretaries / Accounting Officers

Accountable for internal enforcement, performance monitoring, and compliance reporting across MDAs.

Boards of State Corporations

Exercise oversight over CEOs and senior staff, including the initiation of formal disciplinary proceedings.

Oversight Agencies (EACC, DCI, IGC)

Handle referrals involving criminality, corruption, or financial loss, ensuring institutional accountability.

Oversight and Due Process...Cnt'd

2. Role of Human Resource (HR) Directorates

- Serve as **implementing arms** for all disciplinary procedures.
- Must rely on **approved HR manuals, PSC Regulations**, and relevant employment laws.
- Responsible for initiating investigations, processing warnings, and recommending or executing sanctions.
- Personally liable for inaction, irregular recruitment, or abuse of delegated authority.

Oversight and Due Process...Cnt'd

3. Due Process Guarantees

Every disciplinary action must be:

- **Proportionate** to the infraction;
- **Lawful**, based on enabling instruments;
- **Procedurally fair**, including a right to be heard.

Officers retain the right to appeal through:

- The **Public Service Commission** for disciplinary grievances;
- The **Courts of law** for judicial review or legal redress.

Outline of the Matrix of Consequences for Infractions in the Public Service

- INTRODUCTION
- THE MATRIX

S/No.	Subject Matter (Infractions)	Target Entity (Public Officer)	Corrective Action/ Measures Available	Entity Responsible	Remarks
	Heading				
	Explainer				

- KEY OF TERMS
- NOTES

Conclusion and Way Forward

- Matrix takes effect immediately and is binding.
- PSs to cascade to all HODs in the State Departments and the Entities they superintend.
- The Matrix is by no means exhaustive and should be supplemented by institution-specific consequences as necessary for immediate administration.

End