



Ministry of Civil Service Affairs and Administrative Reforms

30 January, 2002

Circular Letter No. 1 of 2002  
29/001/03/028/01

From: Secretary for Public Service Affairs

To: Supervising Officers i/c Ministries/Departments

Establishment Proposals – Recurrent Budget 2002/2003

In accordance with paragraph 5/1/2 of the Personnel Management Manual, Establishment Proposals, if any, should be submitted to this Ministry on the appropriate Establishment Forms for inclusion in the Recurrent Budget 2002/2003, with copy to the Ministry of Finance.

2. While submitting your proposals, you are invited to refer to the guidelines set out in the annex and to ensure that -
  - (i) careful consideration has been given particularly to the possibilities listed at paragraph 2(d) of the annex; and
  - (ii) they are within the expenditure ceiling set by the Ministry of Finance.
3. You may wish to note that the scope for creation of new or additional posts is very limited. Any proposal should, therefore, be examined critically and should comply with the annexed establishment guidelines and procedures. Proposals for filling of existing vacancies should be submitted only if there is a clear need for filling these posts.
4. Proposals on the appropriate Establishment Forms, together with a list of the number of vacancies in existing grades, should reach this Ministry by Monday 18 February 2002 at latest. Proposals for posts in the Personnel Cadre should be submitted separately by Friday 15 February 2002.

D. P. Ruhee  
Secretary for Public Service Affairs

Copy to: Secretary to the Cabinet and Head of the Civil Service  
Financial Secretary



## ANNEX TO CIRCULAR LETTER NO. 1 OF 2002

### Guidelines for the Submission of Proposals for the Creation of Posts and Filling of Vacancies

#### 1. GENERAL PRE-REQUISITES

- (a) It is the responsibility of the Supervising Officer of the Ministry/Department to ensure that optimum use is made of the human resources of his organisation. In particular, he must ensure that –
  - (i) manpower requirements match the prevailing workload; and
  - (ii) the human resources of the organisation are fully utilised at the level at which they are expected to operate
- (b) Supervising Officers should encourage managers/supervisors of administrative units at all levels to continuously monitor staff requirements and ensure that individual officers have well-defined functions and tasks directed towards the accomplishment of organisational goals and objectives.

#### 2. CREATION OF A NEW POST

- (a) The need for the creation of a new post must be well established.
- (b) It must be clearly stated whether the creation of the new post is warranted as a result of –
  - (i) the staffing of a new function linked to a new (or a change in) policy goal/objective or to the implementation of a project;
  - (ii) a new level of responsibility which must be created within an existing structure to increase organisational effectiveness and efficiency.
- (c) Information must be provided on the activities/operations/tasks associated with the new post and what they are intended to achieve. Wherever possible, the benefits to be derived must be quantified.
- (d) The creation of the post must be envisaged only after the following possibilities of carrying out the new function have been explored –
  - (i) re-allocation of duties;
  - (ii) redeployment of staff;
  - (iii) improvement of work methods;



- (iv) use of new equipment;
  - (v) passing the work on to another organisation within the public sector where it can be done more efficiently and economically;
  - (vi) depending on priority of needs, postponing the work for another budget;
  - (vii) contracting out
- (e) The number of posts to be created and their concomitant levels must also be fully justified. If the posts constitute a new structure, an organisation chart must be submitted depicting clearly its interlinkages within the broader organisation of the Ministry/Department
- (f) The duties, responsibilities, qualifications (i.e knowledge, skills and abilities), experience and personal qualities required for the post must be accurately and clearly spelt out.
- (g) The following practices must be avoided -
- (i) multi-layering, i.e the creation of grades without taking into account the scope of the work and levels of responsibility involved. A new level is created only when it brings added value to the work;
  - (ii) creation of supervisory posts for the mere sake of giving promotion to officers;
  - (iii) creation of isolated posts which are not integrated in a career structure;
  - (iv) creation of permanent posts to meet temporary needs.

### 3. CREATION OF ADDITIONAL POST/S

- (a) Additional posts are normally created when there is substantial increase in the volume and complexity of work. This can only be ascertained after a job inspection has been carried out.
- (b) The creation of additional posts must be resorted to after all the possibilities listed at 2(d) above have been exhausted.
- (c) Information must be provided on the efficiency gains following the creation of new/additional posts over the past five years.

4. FILLING OF VACANCIES

- (a) Existing vacancies must be filled only if there is a need to do so.
- (b) Before vacancies are filled, it must be ascertained
  - (i) whether the objectives they purport to meet are still valid;
  - (ii) in case of promotional posts, whether the structure is still the appropriate one;
  - (iii) whether the work may not be carried out by other ways and means, as spelt out at 2(d) above.

5. WEEDING OUT OF POSTS

All posts appearing in the Budget which have not been filled for the past years and are no longer required for the proper functioning of the organisation should be removed from the Budget.