

MINISTRY OF PUBLIC SERVICE AND ADMINISTRATIVE REFORMS

**Guidelines for the submission of HR 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 should ensure that :-
- (i) human resource requirements match the prevailing workload and any foreseeable increase in the workload; and
 - (ii) the human resources of the organisation are optimally being 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 clear cut tasks directed towards the accomplishment of organisational goals and objectives.

2. CREATION OF NEW POST

- (a) The need for the creation of any new post should be fully justified;
- (b) It should be clearly stated whether the creation of the new post is warranted as a result of :-
- (i) staffing to undertake functions linked to a new (or a change in) policy goal/objective or to the implementation of a project/programme; and
 - (ii) a new level of responsibility which should be created within an existing structure to increase organisational effectiveness and efficiency and improved service delivery ;
- (c) Information should 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 should be quantified;
- (d) Careful consideration should be given to the following options prior to a firm proposal being made for the creation of any new post :-
- (i) re-allocation of duties;
 - (ii) redeployment of staff;
 - (iii) improvement of work methods;
 - (iv) use of new equipment/ICT;

- (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; and
 - (vii) contracting out.
- (e) The number of posts to be created and their concomitant levels should also be fully justified. If the posts constitute a new structure, an organisation chart should be submitted, depicting clearly its linkages 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 should 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 which are not warranted and are viewed as creating a ladder for promotion;
 - (iii) creation of isolated posts which are not integrated in a career structure; and
 - (iv) creation of permanent posts to meet temporary needs.

3. CREATION OF ADDITIONAL POST(S)

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

4. FILLING OF VACANCIES

I. Unfilled funded vacancies

Positions that have been funded in the Budget 2025/2026 but have, so far, not been filled, will not automatically be carried over in the Budget 2026/2027. Ministries/ Departments should make a fresh request for the post to be filled in Budget 2026/2027 with justifications and give reasons as to why the funded vacancies could not be filled within the financial year 2025-2026; and

II. Unfunded vacancies

Requests for provision of funds in respect of unfunded vacancies should be supported by full justifications, indicating how the additional resources would contribute towards the achievement of priority objectives and services.

5. WEEDING OUT OF POSTS

All posts appearing in the budget and which have not been filled for the past ten years and are no longer useful to the organisation, should be removed from the budget.