

MINISTRY OF CIVIL SERVICE AND ADMINISTRATIVE REFORMS

ANNEX I TO CIRCULAR LETTER No. 18 OF 2017

**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 must ensure that –
 - (i) manpower requirements match the prevailing workload; and
 - (ii) the human resources of the organization are fully utilized 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 NEW POST

- (a) The need for the creation of a new post must be fully established.
- (b) It must 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; and
 - (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. Whenever 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; and
 - (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 linkages within the broader organization 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;
 - (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 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

I. **Promotional Posts**

This Ministry would in principle raise no objection to the filling of **funded** promotional vacant posts. Requests **over and above the 2016/2017 funded** positions will have to be fully justified.

II. **Unfilled funded vacancies**

Positions that have been funded in the Budget 2016/2017 but have not been filled to-date will be carried over in 2017/2018, except where services are no longer provided or required.

III. **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 years and are no longer useful to the organisation should be removed from the budget.