



Ministry of Civil Service Affairs and Administrative Reforms

29 January, 2004

Ministry of Civil Service Affairs and Administrative Reforms  
Circular Letter No. 6 of 2004  
E/160/2/44 V4

From: Senior Chief Executive, Ministry of Civil Service Affairs and Administrative Reforms

To: - Supervising Officers i/e Ministries/Departments

Establishment Proposals – Recurrent Budget 2004/2005

Ministries and Departments are invited to submit their human resource requirements for financial year 2004/2005.

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 to the possibilities listed at paragraph 2(d) of the annex;
- (ii) recommendations of the PRB 2003 Report relating to your Ministry/Department are reflected in your proposals wherever appropriate; and
- (iii) they are within the ceiling set out by the Ministry of Finance and Economic Development.

3. As you are aware, a number of the recommendations of the PRB Report 2003 pertaining to the creation of new/additional posts have already been approved by this Ministry on an adhoc basis. Consequently, the scope for creation of new or additional posts other than those contained in the PRB Report 2003 is therefore very limited. In addition, proposals for filling of existing vacancies should be submitted only if there is a clear need for filling these posts. Whilst submitting proposals, you are invited to scrupulously follow the guidelines attached to the Circular.

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4. Your proposals, together with a list of the number of vacancies in existing grades, new and additional posts required, should be submitted to this Ministry on the appropriate Establishment Forms, and on the format at Appendices. Appendices should be reproduced and diskettes forwarded to this Ministry by Monday 23 February 2004 at latest. Proposals for posts in the Personnel Cadre should be submitted separately to the Director, Human Resource Management by the same date.
5. The guidelines annexed to this Circular along with the Appendices may be downloaded from this Ministry's Internet address at <http://civilservice.gov.mu>
6. Consultations with the different Ministries/Departments will, thereafter, be held at the level of the Ministry prior to the Estimates Committee of the Ministry of Finance.
7. Your attention is drawn to the fact that submissions received after the above mentioned dates will not be entertained.



(K. R. Mudhoo)  
for Senior Chief Executive

Copy to:-

Secretary to Cabinet and Head of the Civil Service  
Financial Secretary

**MINISTRY OF CIVIL SERVICE AFFAIRS**  
**AND ADMINISTRATIVE REFORMS**

E/160/2/44

**ANNEX TO CIRCULAR LETTER NO. ... OF 2004**

**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 concomittant 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;

(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 means and ways as spelt out at 2(d) above.

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.





