

FROM: Permanent Secretary,  
Public Service Ministry

TO: All Permanent Secretaries,  
Heads of Departments and  
Regional Executive Officers

**SUBJECT: Implementation of New Procedures relating  
to the Processing of Requests for Creation of  
Additional Positions in Ministries/Departments.**

DATE: 11<sup>th</sup> August, 1976.

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You will recall that Cabinet had agreed that in respect of all new public service positions, this Ministry should consult the Ministry of Finance so as to ensure that the need for such positions was considered in the context of the overall position as it affects finances and redeployment of personnel (CP(75) 48<sup>th</sup> Meeting (held on 2<sup>nd</sup> December, 1975) Conclusion I (viii), refers).

2. In view of the piecemeal basis on which requests for the creation of new positions have been submitted in the past by Ministries/Departments and examined by the Public Service Ministry as and when such individual requests are submitted, it has proved impractical to have any meaningful consultation with the Ministry of Finance in regard to each of these isolated requests. This apart, it is considered that the existing practice of examining in fragmentary fashion requests for additional establishment increases is an unsatisfactory one.
3. The Comrade Prime Minister has accordingly approved of the following alternative proposals relating to the overall process for determining the need for new positions in Ministries/Departments:-
  - (i) That, first of all, each year the Ministry of Finance should set aside a tentative allocation-based possibly on an overall percentage increase under Personal Emoluments – to cover creation of new/additional positions for that fiscal year;
  - (ii) that the Public Service Ministry should discontinue its practice of examining isolated requests for new/additional positions. Instead, each Ministry/Department should be required to establish early in the preceding year what new/additional positions are needed for the following year in relation to its work programme in order to effectively and efficiently achieve that programme, setting out in detail reasons for the new/additional positions and listing those positions in order of priority needs. In the case of such positions, job analysis schedules as well as relevant organization charts should accompany the requests;
  - (iii) that all Ministries/Departments should submit these requests by June of the preceding year to the Public Service Ministry so that the latter would be in a position to examine the competing needs of Ministries/Departments in totality for the ensuing year and allocate priority needs for such positions within the budgetary limits set by the Ministry of Finance;
  - (iv) That, when there occasionally arise those exceptional requests for positions that were unanticipated at the time of submitting annual requests for positions by Ministries/Departments, due most likely to the proposed launching of a previously unforeseen project that needs to be started almost immediately, such requests would naturally continue to be dealt with separately.
4. It is too late now to implement the above arrangements this year but this circular serves to give advance notice of the requirement of all Ministries/Departments to submit for consideration by the Public Service Ministry not later than June 30<sup>th</sup>, 1977, all requests for establishment increases for 1978 along the lines set out in paragraph 3(ii) above.

5. It is realized that the implementation of the new arrangements necessarily entails forward and coordinated organization planning in your Ministry and its constituent Departments, but by looking forward you would be in that desirable position where you can reasonably determine what kind of organizational structure will best serve your future needs, particularly in relation to the following year's programmes and will best accomplish the Ministry's/Department's objectives.

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C. E. Douglas,  
Permanent Secretary.