

PUBLIC SERVICE MINISTRY

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FROM: Permanent Secretary,
Public Service Ministry

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

DATE: 14th August, 1979.

SUBJECT:

**Policy Statement and Guidelines – Management
Services Division, Public Service Ministry.**

I attach policy statement and guidelines concerning the creation of the Management Services Division of the Public Service Ministry which has been approved by Comrade Prime Minister.

It is hoped that full use will be made of the services offered.

F.V. Small
For Permanent Secretary
PUBLIC SERVICE MINISTRY

POLICY STATEMENT AND GUIDELINES CONCERNING
THE CREATION OF THE MANAGEMENT SERVICES DIVISION
OF THE PUBLIC SERVICE MINISTRY AND THE EMPLOYMENT
OF ITS FACILITIES BY OTHER MINISTRIES, DEPARTMENTS
AND AGENCIES OF THE GOVERNMENT OF GUYANA

Background

The objectives for every Ministry, Department of Public Agency, include requirements by the Public Service Ministry to provide effective programmes by the most effective means. To assist the executives, managers and staff of these organizations to achieve these objectives in accordance with goals which may be set from time to time by the Public Service Ministry, Management Services Division has been created within the Public Service Ministry to provide consultancy and advisory service to Ministries, Departments and Public Agencies. These services provide the executives and managers with specialist assistance for the design, redesign and development of processes, a systems and procedures, and will, on occasion, assist "client executives" and managers to introduce the new or changed processes, systems and procedures into their organizations.

Mission and Objectives of the Management Services Division

- (i) Mission: To assist Ministries, Departments and Agencies of the Government of Guyana to operate effectively and efficiently.

- (ii) Objectives: To assist management of Ministries/Departments and Agencies described in the mission statement to develop and/or improve processes, systems and procedures which, when implemented will –
 - a. Reduce operating costs (expenditures) and/or increase revenue (income);

 - And/or

 - b. Improve the services delivered by these organizations to benefit a defined segment of the population of Guyana.

Scope of Services

The Management Services Division will operate as an internal consulting organization, the services of which will be available to Ministries, Departments and Agencies. The assistance provided by Management Services Division staff to managers of public organizations will be towards the design and development of processes, systems and procedures. This may include:-

- a. The replanning of work areas, including offices and workshops;
- b. The analysis of existing work methods and the development of improved methods;
- c. Developing work schedules for staff and for equipment;
- d. Developing material stock control systems;
- e. Developing records management systems and procedures;
- f. Designing organization structures;
- g. Conducting management and operational audits to determine administrative organization effectiveness.

Obtaining the services of Management Services

The services of the Management Services Division must be negotiated between the Chief Management Services Officer and the manager responsible for the operations to be reviewed as the project. The agreement to provide

management services assistance must be approved by the Permanent Secretary, Head of Department, or Executive Officer of the requesting organization, and the Permanent Secretary, Public Service Ministry, or their designated representatives.

The request for assistance from the Management Services Division must be in written form, stating the title of the intended project, the objective(s) of the project and the expected results.

Process to be generally followed in developing an agreement

The agreement to provide management services assistance will normally originate in the form of a proposal from the Chief Management Services Officer. This proposal will be the result of a survey by Management Services staff and/or discussion with the prospective client to explore the nature, scope, possible implications of the intended project, the input from the client's organization, and the criteria of success of the project team as seen by the prospective client.

The proposal will normally contain the following items:-

- (i) An acknowledgement of the client's request for assistance, stating the title and objective(s) of the study;
- (ii) A background section describing the history and events which led to the project being chosen, plus the parameters of the project and any constraints;
- (iii) The methodology proposed for the project and a workplan in broad terms;
- (iv) Nominated Management Services Division staff and nominated client organization staff;
- (v) A section describing the proposed system of administration of the study to include reporting frequency and the person to whom the reports will be made, the resources team, management structure linking responsibilities with nominated team members;
- (vi) The estimated duration of the project, the starting and finishing dates;
- (vii) A statement as to which organization, the client's organization of the Public Service Ministry or any other organization will provide for any expenses, for example, travelling and accommodation, incurred by the project team.

The written proposal will be presented to and discussed with the client who, if the terms of the proposal are considered satisfactory, is required to sign as agreeing with the proposal. This agreement will then serve as the authority for commencing the project and will justify the Chief Management Services Officer's detailing staff to the project. The Chief Management Services Officer is required to be in possession of a signed agreement before committing Management Services Division resources to a project.

Project Extension

Occasions may occur when a client wishes to extend the retention of management services staff who are engaged on a project. In such an instance this will mean that the client requires more work to be carried out by the project team than was originally described in the agreement. An additional agreement must be negotiated for such an occasion under the same conditions as described under the sections of the policy statement headed "Obtaining the services of Management Services" and "Process to be generally followed in developing an agreement".

Facilities to be provided by clients to project teams

It can generally be expected that a project team retained by a client under an agreement described in the previous sections of this policy statement, will be working closely with the staff, documents and other resources of the client's organization constantly during the project. It is, therefore, highly desirable that the project team should be provided with office accommodation, and access to stenographic and clerical assistance by the client.

Administration and control of projects

The matrix principle of project management will be employed as far as possible by the Management Services Division as a feature of its style of providing assistance to clients. This means that the formation of a project team will be composed of personnel from the Management Services Division and the client organization. The former will be selected by reasons of technical specialty skills and personality attributes compatible with the project's perceived needs and the environment. Personnel from the client organization should be assigned to the team on the basis of their understanding the principles and practices of the processes, systems and procedures which constitute the project, and their judged capability to contribute towards the furtherance of the project. The day to day work of the project will be the responsibility of the team leader(s) who will be accountable to the project manager for the team's progress and adherence to an agreed work plan. The project manager will be responsible for the overall progress of the project and accountable to the Chief Management Services Officer. Notwithstanding the overall responsibility of the Permanent Secretary, Public Service Ministry, the Chief Management Services Officer will be accountable to the client for the actions, results and behavior of the project team members and for the discharge of the Management Services Division's responsibilities contained in the agreement to provide assistance.

The appointment of a project steering committee will be strongly recommended to prospective clients. Chaired by the client, the steering committee will consist of members of the client's organization and other persons whose organizations are/or could be closely concerned and affected by the results of the project. The steering committee will receive progress reports by the project team and will be expected to review and approve short term work plans proposed by the team, to review and approve the team's efforts for the reporting period, to guide and advise the future efforts of the team, and to use influence and authority on the team's behalf when necessary.

Prerogative if the Public Service Ministry

The Public Service Ministry may assert its authority, through the Minister responsible, Permanent Secretary, Head of Department, or Chief Executive Officer of a Public Agency, to employ Management Services resources if it is in the national interest to do so.

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