

“YEAR OF STANDING UP FOR GUYANA”

PUBLIC SERVICE MINISTRY

CIRCULAR
MEMORANDUM

REFERENCE NO. PS:18/0

FROM: Permanent Secretary,
Public Service Ministry

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

SUBJECT:

Record-keeping in preparation for the Merit Increment
Scheme 1986

DATE: 1986-10-16

At the request of the Minister of Information and the Public Service, Cde Yvonne Harewood-Benn, this Ministry was asked

- (a) to prepare a document detailing what was the preparation of the Merit Increment Scheme
- (b) to find out urgently from each Ministry what is the present status of their record-keeping.

As a result of (b) officers of this Ministry did a one-day ‘fan-out’ exercise in Government Ministries to determine the level of preparedness for the assessment in a number of areas as per appraisal forms.

As you were informed on many occasions (please see attachment ‘A’ green sheets) the three of the new rating factors –

Attendance
Punctuality
Participation in Community Activities

require a certain level of record-keeping in order to permit you to appraise workers objectively.

The Public Service Ministry has been working with Permanent Secretaries and Heads of Departments since 1984 when this scheme was first devised. Since then we have been stressing the importance, the necessity for good record-keeping, good management of your agency in terms of the supervision of the mechanism put in place. Attachment ‘A’ (green sheets) details what this Ministry has done so far. Please see attachment ‘B’ (orange sheets) which details your report to the Minister of Finance, Cde Carl Greenidge, who in December 1985 needed information from you on the status of your record-keeping.

Please see attachments ‘C’ and ‘D’ (blue sheets), which contain the details of yesterday’s ‘fan out’ exercise. It is with extreme disappointment that I present such a report to Minister Harewood-Benn. In a separate letter to you, the specifics of inadequacy identified are explained.

You will recall my statement at the last meeting of Permanent Secretaries held on Thursday, October 2nd when I said that the Public Service Ministry could not go into Ministries and manage them. You have to manage your Ministry yourself.

I take this opportunity to bring to your attention again, that much of the indiscipline that is now attributed to “five day work week” is due in no small way to an unwillingness or fear on the part of some managers to manage. Many supervisors are not supervising and many managers seem:

- (a) not to be taking management seriously
- (b) not to be showing much interest in these various aspects of administrative reform.

We are in great danger of reverting to a six-day week. Managers need to ‘walk the floor’, ‘give support to their supervisors’, ‘discipline miscreants’ and generally manage the systems they have installed in their Ministries.

As a result of last Thursday’s exercise this Ministry now needs to report to the Minister responsible for the Public Service:

- (a) what is your system of monitoring your record-keeping mechanism?
- (b) How you propose to rate your workers on these three factors – Attendance, Punctuality and Participation in Community Activities, for the entire period of 1986?

Responses should be signed by the Permanent Secretary, head of Department not under Ministerial control or Regional Executive Officer.

Those should reach the Public Service Ministry no later than Friday October 24th, 1986.

Yours Co-operatively,

J. E. Sinclair
Permanent Secretary
Public Service Ministry.

MERIT INCREMENT SCHEME

ATTACHMENT 'A'

PUBLIC SERVICE MINISTRY'S WORK WITH PERMANENT SECRETARIES BETWEEN JANUARY 1984 AND THE PRESENT

At every meeting of Permanent Secretaries since January 1984, they have been updated on the progress re the Merit Increment Scheme and reminded of their responsibilities. They are constantly reminded of the importance of keeping records so that the end of 1986 they will be able to assess their workers.

January 1984	First circular letter to Permanent Secretaries describing the proposed scheme. Meeting of Permanent Secretaries at Training Division to discuss proposed scheme.
March 8 th 1984	Importance of record-keeping referred to. Some suggestions made by Permanent Secretaries for changes.
April 26 th 1984	Meeting of Permanent Secretaries at Training Division. Permanent Secretaries updated on changes. Deputy Permanent Secretary <u>stressed</u> the importance of record-keeping on punctuality, involvement in community work and National activities. This is when we thought implementation date would have been May 1984.
May 14 th 1984	Circular letter to all Permanent Secretaries by Minister Yvonne Harewood-Benn on the subject of record-keeping in preparation for the Merit increment Scheme.
June 1 st 1984	Meeting of <u>Personnel Practitioners</u> to explain to them the operational aspects of the Merit Increment Scheme. Three aspects stressed were: <ul style="list-style-type: none">- Attendance at work- Punctuality- Group commitment (participation in Community Activities) Agencies represented were: Regions 2, 3,4,6,7,9,10 Energy and Mines Health Works Auditor General Plant Maintenance and Hire Division Inland Revenue Department Education Agriculture Office of the Prime Minister Regional Development Public Service Ministry Office of the President Home Affairs Transport Supreme Court Manpower Finance Public Service Commission Information Finance

Written comments and suggestions requested of agencies. Some agencies responded.

June 13 th 1985	Meeting at Guyana National Service Sports Hall, Carifesta Avenue – Cde Sinclair informed meeting that package was presented to Cde Prime Minister. Details highlighted and responsibilities of Permanent Secretaries outlined.
September 5 th 1985	Meeting at Guyana National Service Sports Hall, Cde Sivanand reported the Cde Prime Minister has accepted the scheme and discussions with the State Planning would ensue. He noted that the Public Service was preparing itself for the Merit Increment Scheme.
September 28 th 1985	Circular letter to all Permanent Secretaries/Heads of Departments explaining the Merit Increment Scheme and the <u>importance of record-keeping</u> , together with attached letter from Cde Minister of Information and the Public Service, Yvonne Harewood-Benn on the implementation of the scheme.
October 3 rd 1985	Meeting at Ministry of Agriculture Board Room – features of the scheme outlined in the attached document. Document distributed.
October 28 th – 30 th 1985	Public Service Ministry officers <u>visited</u> all agencies to determine the extent to which they were keeping attendance and punctuality records as required by the Merit Increment Scheme.
December 2 nd 1985	<p>There were several agencies that were deficient. Public Service Ministry gave advice and gave examples of how these records should be kept.</p> <p>Circular no. 28/1985 dated 2nd December 1985 was issued to all Permanent Secretaries requiring them to submit in writing status reports on their Systems for appraisals in their Ministries. These were to be submitted to the Cde Minister of Finance by <u>14th December, 1985</u>.</p>
December 31 st 1985	<p>I am attaching at (B) a schedule showing the state of the Ministries in December 1985. Up to December 30th returns had not been received for</p> <ul style="list-style-type: none"> - Office of the Prime Minister - Parliament Office - Office of the Director of Public Prosecution - Supreme Court of Judicature - Ministry of Health - Region 1, 3, 6 and 10
January 1986	<p>These were received subsequent to December 31st.</p> <p>As a result of the information on the ‘Status Report’ further guidance <u>in writing</u> was given to</p> <ul style="list-style-type: none"> - Ministry of Works - Ministry of Agriculture - Regions 1, 5, 6, 7, 8, 9 and 10 <p>In the case of defaulting Ministries, warning letters were issued.</p>
January 27 th 1986	Meeting of Permanent Secretaries, Regional Executive Officers and Regional Chairman at the Pegasus Hotel, Cde Sivanand requested agencies to indicate whether in the new year mechanisms to facilitate the introduction of the scheme were put in place e.g. time books, record of attendance at national events.
February 1986	Public Service Ministry article in Newspaper on Importance of record-keeping.
February 17 th 1986	Circular letter to all Permanent Secretaries asking about availability in their Ministries <u>of an adequate number of Appraisal forms</u> . (These needed to be supplemented with the new rating factors).

All appraisal mechanisms were required to be in place by March 31st 1986 “o as to permit the assessment of performance for the grant of merit increments”.

“If any clarification is needed please contact Cdes D. Dhari or A. Hing (telephone numbers given)”.

Of 46 agencies circularized there were 45 responses. Region 1 – the most inaccessible did not respond by the date stated.

April 10 1986

Meeting at the Ministry of Agriculture Board Room, Cde Sivanand explained progress made for implementation of the Merit Increment Scheme. He stressed the importance of record-keeping in Ministries.

June 1986

Meeting of Permanent Secretaries – Ministry of Agriculture Board Room, Permanent Secretaries were updated on the scheme and reminded about mechanisms being in place. They were informed that a guide to the Appraisal Scheme was being printed by the Public Service Ministry.

October 2nd 1986

Meeting at the Ministry of Agriculture Board Room, Cde Sivanand explained that guidelines were completed. They were distributed at this meeting and Personnel Officers were asked to study the document and to be prepared to discuss it when another seminar is called. This is due in the last week of October.

PREPARATION FOR MERIT INCREMENT SCHEME
RESPONES IN DECEMBER 1985

ATTACHMENT 'B'

No.	Ministry/Department/Agency	Record-keeping re Attendance in place?	Record-keeping re Punctuality in place?	Record-keeping re Participation in community activities	All categories of staff covered by appraisal mechanism?	Appraisal forms available in Ministry/Agency	Remarks
1.	Ministry of Agriculture	Yes*	Yes*	Yes*	Yes*	No*	*Systems in place except for project employees. Corrective steps being taken/assistance to be given re appraisal forms.
2.	Ministry of Manpower & <u>Co-operatives</u>	Yes	Yes	Yes	Yes	No*	*Appraisal forms requested.
3.	Ministry of Manpower & <u>Co-operatives</u>	Yes	Yes	Yes	No*	Yes	*Non-pensionable staff not covered by appraisal mechanism. Corrected by year end.
4.	Ministry of Education	Yes	Yes	Yes	Yes	No*	*Assistance to be given re appraisal forms.
5.	Ministry of Trade and Consumer Protection	Yes	Yes	No*	Yes	No*	*Record-keeping re participation in Community Activities to be in place by year-end/ assistance to be given re appraisal forms.
6.	Statistical Bureau	Yes	Yes	No*	Yes	No*	-do-
7.	Ministry of Transport	Yes*	Yes*	Yes	Yes	Yes	*Records kept except for some very senior staff members.
8.	Ministry of Finance and Accountant Generals' Department	Yes	Yes	Yes	Yes	Yes	
9.	Ministry of Foreign Affairs	No*	No*	No*	Yes	No*	*These

							mechanisms to be in place by 31 st December, 1985 / assistance to be given <u>re</u> appraisal forms.
10.	Ministry of Housing	Yes	Yes	Yes	Yes	No*	*Assistance to be given <u>re</u> appraisal forms.
11.	Office of the Auditor General	Yes	No*	Yes	Yes*	No*	*Proper punctuality record to be in place by 31 st December, 1985 / senior staff, office assistants and cleaners excluded from time-sheet system / appraisal forms ordered.
12.	Ministry of Energy and Mines	Yes	Yes	No*	Yes	No*	*These records to be in place by December 20 th .
13.	Ministry of Works	Yes	Yes	No*	Yes	No*	*Recording-keeping <u>re</u> community activities to be in place by December 24/ assistance to be given <u>re</u> appraisal forms/ systems need lightening up.
14.	Plant Maintenance and Hire Division	Yes	Yes	No*	Yes	No*	*Record-keeping <u>re</u> participation in community activities to be in place by December 23 rd / assistance <u>re</u> appraisal forms to be given.
15.	Attorney Generals' Office	Yes	Yes	Yes	Yes	Yes	
16.	Official Receivers' Office	Yes	Yes	Yes	Yes	Yes	
17.	Deeds Registry	Yes	Yes	Yes	Yes	Yes	

18.	Civil Defence Commission	Yes	Yes	Yes	Yes	Yes	
19.	Inland Revenue Department	Yes	Yes	Yes	No*	Yes	*Certain temporary staff not correct by appraisal mechanism. Assistance to be given to correct this.
20.	Teaching Service Commission	Yes	Yes	Yes	Yes	Yes	
21.	Public Service Ministry	Yes	Yes	Yes	Yes	Yes	
22.	Ministry of National Development	Yes	No*	Yes`			*Mechanism to be in place by December 16 th .
23.	Region No. 4	Yes	Yes	Yes	Yes	No*	*Assistance to be given <u>re</u> appraisal forms.
24.	Region No. 5	Yes*	Yes*	No*	Yes	No*	*Attendance and punctuality records not kept for field staff. This is to be corrected / record <u>re</u> participation in community activities to be kept from 86-01-01 / Assistance to be given <u>re</u> the staff appraisal forms.
25.	Ministry of Home Affairs and component Departments	Yes	Yes	Yes	Yes	No*	*Arrangements to be made for the Ministry to obtain the required staff appraisal forms.
26.	Ministry of Forestry	Yes	Yes	Yes	Yes	No*	*Assistance to be given <u>re</u> appraisal forms.
27.	Office of the Ombudsman	Yes	Yes	Yes	Yes	Yes	
28.	Public Service Commission	Yes	Yes	Yes	Yes	Yes	
29.	Office of the President	Yes	No*	Yes	Yes	Yes	*Mechanism <u>re</u> punctuality records to be put in place 85-12-31 / Assistance to be

							given <u>re</u> appraisal forms.
30.	Region No. 2	Yes	Yes	No*	Yes	No*	*Mechanism <u>re</u> participation in community activities to be in place by 85-12-15 / assistance to be given <u>re</u> appraisal forms.
31.	Ministry of Information	Yes	Yes	Yes	Yes	No*	*Assistance to be given <u>re</u> appraisal forms.
32.	Ministry of Regional Development	Yes	Yes	Yes	Yes	No*	-do-
33.	Customs and Excise Department	Yes	Yes	Yes	Yes	Yes	
34.	Transport & Harbours Department	Yes	Yes	No*	Yes	Yes	*Mechanism <u>re</u> participation in community activities introduced.

RECORD-KEEPING – PUNCTUALITY/PARTICIPATION IN COMMUNITY ACTIVITIES
DEFAULTING AGENCIES

ATTACHEMENT 'C'
1986-10-15

Elements of Inadequacy

1. Absence of monitoring of time sheets.
2. Staff not signing time sheets in afternoon.
3. Some staff take lunch on premises but do not sign in at 13.00 hours
4. Some staff sign time sheets in the morning for the whole day.
5. Some agencies do not have the data summarized.
6. Some summary sheets are prepared in such a way that it is impossible to extract the sort of information required.

No.	Name of Agency	Status of Record-keeping – punctuality	Status of Record-keeping – Community Activities
1.	Supreme Court	Inadequate	Inadequate
2.	Deeds Registry	Inadequate	Inadequate
3.	Ministry of Education Culture Planning and Research, 26 Brickdam Administration, 21 Brickdam Transport (section) Government Technical Institute New Amsterdam Technical Institute Buildings Division National Resource Centre Maths and Science Cyril Potter College Youth and Sport	Inadequate Inadequate Inadequate Inadequate Inadequate Inadequate Inadequate Inadequate Inadequate Inadequate Inadequate Inadequate	Inadequate Inadequate Inadequate Inadequate Inadequate Inadequate Inadequate Inadequate Inadequate Inadequate Inadequate Inadequate
4.	Co-operatives	Record exists but staff sign on for both morning and afternoon sessions in the morning	
5.	Attorney General's Office	(a) Inadequate – no recording made for afternoon sessions by employees. (b) Attorneys-at-law do not sign time sheets.	Records exist only for Administrative staff.
6.	Director of Public Prosecution	Records exist for Administration staff and not professional staff.	No records exist
7.	Foreign Affairs	Inadequate	Records non existent
8.	Health	Inadequate	Records non existent
9.	Department of International Economic Co-operation	Inadequate	Records non existent

10.	Public Service Commission	Inadequate	Records non existent
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ATTACHEMENT 'D'

AGENCIES WHOSE RECORDS ARE IN GOOD ORDER FOR BOTH
TIME-KEEPING AND COMMUNITY ACTIVITIES

1. Ministry of Finance
2. Ministry of Trade
3. Ministry of Home Affairs
4. Customs and Excise (Head Office)
5. Lands and Surveys Departments
6. Ministry of Manpower
7. Auditor General's Office
8. Ministry of Information
9. Teaching Service Commission
10. Parliament Office
11. Ministry of Transport
12. Civil Aviation Department
13. Director of Public Prosecutions
14. Ministry of Works
15. Ministry of Agriculture
16. Ministry of Housing
17. Inland Revenue Department
18. Ministry of Regional Development
19. Office of the Ombudsman

