

“YEAR OF PURPOSEFUL ECONOMIC ADJUSTMENT”

PUBLIC SERVICE MINISTRY

CIRCULAR NO. 7/1987

REFERENCE NO. PS: 37/3

FROM: Permanent Secretary,
Public Service Ministry

SUBJECT:

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

Monitoring performance of Agencies – Implementing
Monthly Management Committees in Central
Ministries, Departments and Regional
Administrations.

DATE: 1987/02/11

Previous Circular No. 11/1986, reference No. PS: 37/3, entitled Monitoring Performance of Agencies, dated 19th April, 1986, refers.

2. Paragraph 2, (c), Phase III of that Circular indicated that Management Committees are to be instituted in agencies as part of the monitoring mechanism.
3. I therefore wish to inform you that with effect from 1st March, 1987, you are asked to institute the Monthly Management Committee System in your agency along the lines outlined in the attached proposals.
4. The main objective of such committee is to assist you in monitoring the performance of your agency on a systematic basis. The Management Committee also aids problem-solving and decision-making. In addition, what is of great importance too, is the fact that the system of note-taking at these monthly meetings, help at year end with the compilation of your agencies' Annual Report.
5. In the Regions where Management Committees already exist, Regional Executive Officers should utilize this Circular as an attempt to improve the operations of their Committees.
6. Agencies are therefore requested to consult the Public Service Ministry, should there be any difficulty in implementing the proposals. Please telephone 66415, 68867, 51341 (Management Services Division) for advice.
7. Please bring this Circular to the attention of all Divisional and Sectional Heads of your agency as a matter of great importance and urgency.

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J.E. Sinclair,
Permanent Secretary,
Public Service Ministry.

PROPOSAL FOR THE INSTITUTE OF MANAGEMENT COMMITTEES
IN ALL MINISTRIES / REGIONS

PURPOSE:

To plan and monitor agencies' operations.

NATURE OF COMMITTEES:

An executive committee having decision-making powers and authority to implement decisions. This in no way reduces or conflicts with the authority of the Permanent Secretary who in his or her own right makes decisions for the Ministry.

COMPOSITION OF COMMITTEES:

- (a) The Permanent Secretary / Regional Executive Officer shall be the head of the Committee.
- (b) All Heads of Departments / Divisions.
- (c) In the case of Administrative Support Division, representatives should include the heads of the Finance, personnel and Registry Sections.
- (d) Where this position exists, the Office Manager should also be included.

FUNCTIONS OF COMMITTEE:

- (a) Developing annual plans, programmes and projects.
- (b) Monitoring and evaluating programmes, projects both on a monthly and annual basis. Divisions' Heads report monthly on the status of their programmes.
- (c) Identifying organizational problems, analyzing and developing solutions.
- (d) Monitoring the implementation of solutions and decisions taken at meetings.
- (e) Serving as the channel between top management and operative staff in the communication process.

FREQUENCY OF MEETINGS:

The committee shall meet monthly, preferably in the first week of the new month, so as to facilitate reporting on the previous month's work-plan.

METHODOLOGY:

The methodology is group-decision making where each member of the Committee freely contributes ideas, views, and constructive criticisms with a view to problem solving. This concept is based on the promise that each unit has a relationship to each other so that a problem in one is likely to affect the smooth operations of another.

PROCEDURES FOR THE CONDUCT OF MEETING:

- (a) Written agenda and minutes of last meeting must be circulated to all Committee members prior to the day of the meeting – at least one week in advance. A note-taker is to be identified prior to the meeting. This could be done on a rotational basis from various divisions / departments.
- (b) Action Sheet (see Appendix I) of the previous meeting is reviewed and discussed and further action / decision taken if necessary.
- (c) The monthly Programs Report for each Division / Department is presented to Committee by the relevant head as per format in Appendix II. (This will form the appendix for the minutes of the meeting). The Committee then discusses, queries, takes corrective action if necessary and such action becomes an item on the Action Sheet for the new month with the relevant “action Officer” being identified. Deadlines are fixed whenever action is required.
- (d) Other items on the agenda are discussed e.g. problem in organization, punctuality trends and solutions sought. Action is taken as in Procedure (c).
- (e) At the end of meeting, the action Sheet must be produced within 24 hours and circulated to each member. Minutes of meeting should be completed and circulated within 72 hours to each member of the Committee.
- (f) A copy of Minutes and Action Sheet of the Management Committee Meeting for the first three months is to be forwarded to the Permanent Secretary, Public Service Ministry.

ACTION / DECISION SHEET (a sample)
MONTHLY MANAGEMENT COMMITTEE MEETING 1987

Item on Agenda	Subject	Decision	Action to be taken by Whom	Time
1	Electricity Consumption	Status report to be prepared and submitted to Cde Minister on 1984/07/19.	Cde Joan Smith	1984/07/12
2	Reconciliation of Votes Ledger at Head Office	To liaise with Chief Training Officer concerning Votes Ledger at Training Division and request Accountant General to provide IBM Statement for 1986.	Chief Accountant	1987/01/15
3	Bridging the Canal at	Prepare estimate (labour and materials)	Civil Engineer	1999/12/25
4	Inventory of Staff in Security Section	Prepare Inventory	Chief Security Officer	1987/02/01
5	Absenteeism in Accounts	Investigate reasons for high absenteeism during February, 1987.	Chief Accountant	1978/03/08

MONTHLY PROGRESS REPORT

Period Ending

Name of Agency

Division

As set out to be done for period under Review. (January 1 st – 31 st)	Work Completed	Constraints / Limitations (that contributed to unfinished work)	Action Personnel	Work set out to be done for next reporting period (February 1 st – 28 th)
	(a) <u>Planned</u>			
	(b) <u>Unplanned</u>			