

**OFFICE OF THE PRESIDENT**  
**PUBLIC SERVICE**  
**MANAGEMENT**

**CIRCULAR MEMO.**

**REFERENCE NO. PS: 8/24/4**

FROM: Permanent Secretary,  
Office of the President  
Public Service Management

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

**SUBJECT:**

Management Services Division – its role and  
functions.

DATE: 1995-07-13

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I enclose herewith for your information two copies of a Policy Paper for the Management Service Division of the Office of the President, Public Service Management, which is self-explanatory. Heads of all Ministries/Departments/Regions are requested to adhere to the guidelines for accessing consultancy services offered by the Management Services Division.

2. To ensure adequate distribution of the contents of this document, (especially in the larger Ministries and Regions) Permanent Secretaries, Heads of Departments and Regional Executive Officers are requested to make additional copies and distribute same to Divisional and Sectional Heads.
3. Kindly contact the Chief Management Services Officer (telephone #02-68867) if any additional information of clarification is needed.

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Permanent Secretary  
Office of the President  
Public Service Management.

***POLICY PAPER ON  
THE MANAGEMENT SERVICES DIVISION,  
PUBLIC SERVICE MANAGEMENT,  
OFFICE OF THE PRESIDENT.***

**1. INTRODUCTION**

The Management Services Division, since 1975 was tasked with providing a consultancy service to the traditional public service. Prior to 1991 and in particular during the past eight years, the Division's activities were focus in the areas of staff inspection and management advisory services.

Following the acceptance by government in 1992, of the recommendations made by KPMG, the restructured Management Services Division has been located within the Office of the President/Public Service Management Secretariat. At that time the Division was relieved of its responsibility for staff inspection and office services functions, leaving it to concentrate on providing professional management consultancy support to Ministries, Departments and Regional Administrations.

During this current period of Public Service Reform, the Management Services Division expects to play a significant role in identifying, defining, facilitating and co-coordinating agreed changes in Public Service policy, practices, systems and procedures, in order to promote better public management and the provision of quality service to the public.

**2. POLICY STATEMENT**

The Management Services Division will provide professional management consultancy services to all Ministries, Departments and Regional Administrations in order to assist them to develop efficient and effective internal systems, operational procedures and organisation structures. The Division will also conduct research into areas of Public Policy in order to identify and initiate necessary reforms.

This policy applies to all Agencies in the restructured Public Service, Regional Administrations, Constitutional Agencies and other Government Departments.

**3. OBJECTIVES**

The objective of the Management Services Division are to:

- ❖ Assist all Agencies to develop and improve processes, systems and procedures thus enhancing their operational capability,
- ❖ Contribute towards reducing operating costs in the Public Service and increasing revenue wherever possible,
- ❖ Promote the provision of a higher quality of service from Agencies,
- ❖ Provide organisation structures that are appropriate and relevant to the functions required by Government,
- ❖ Provide local counterpart facilities for external consultancy studies.

**4. SCOPE OF SERVICE**

The areas in which assistance will be offered to Public Service Ministries, Departments and Regional Administrations, will include:

- ❖ Organisation design
- ❖ Management and operations audits geared to determine organisational effectiveness,
- ❖ Policy development and analysis,
- ❖ Administrative research to develop service-wide policy and operational changes and improvements,
- ❖ Organisation role and objectives development,
- ❖ Work methods analysis,
- ❖ Office and plant layout and design,
- ❖ Material stock control systems,
- ❖ Records management and forms design,
- ❖ Systems and procedures development and design,
- ❖ Development of management systems,
- ❖ Strategic planning and organisation development
- ❖ Preparation of policy and operational manuals, and
- ❖ Project preparation.

## 5. **GUIDELINES**

- 5.1 The following guidelines will be observed in respect of Management Services Division, Consultancy Services:
- 5.1.1 Requests for consultancy services should normally be in writing, detailing as clearly as possible the nature of the consultancy to be undertaken. Requests may be made directly to the Chief Management Services Officer, but any subsequent proposal for work to be undertaken must be agreed and signed jointly by the PS responsible for the requesting agency and the PS, Office of the President, Public Service Management. (See 3 below)
- 5.1.2 Personnel from the Management Service Division, will conduct a preliminary survey of the work to be undertaken in the client organisation, in order to determine the background, the scope of work, terms of reference, objectives of the study, success criteria, output from the study and the skills necessary and time scales for the Consultancy Team to be chosen to undertake the project. All of the above information will be included in the Proposal for the study.
- 5.1.3 The Proposal for the study will be agreed and signed off by the senior officer responsible in the client agency and the Chief Management Services Officer, Public Service Management before any study can be undertaken. Such an agreement must be authorized by both the Permanent secretary of the client agency and the PS, Public Service Management, Office of the President as executing agency.
- 5.1.4 The client organisation will be required, at the proposal stage, to identify personnel from their own staff who will be able to make meaningful contributions to the engagement and may work as full time members of the Management Services Team working on the project,
- 5.1.5 The client agency will be expected to ensure that MSD personnel have ready access to all information needed for the study and to supply some facilities to the team; such as office accommodation, secretarial services and other support services. In some case the client may be required to assist in meeting some of the expenses associated with the project such as traveling

and accommodation expenses incurred by the Consultancy Team. Where these are required, however, this will be clearly stated in the proposal document.

- 5.1.6 In cases where a project is extended due to the client's desire for additional work to be done, an amendment to the proposal will be prepared and signed off and authorized in the same way as the original proposal.
- 5.1.7 For especially in large projects, a project steering committee from the client organisation would be established to give direction, guidance and to monitor the progress of the Project. Its main objective would be to facilitate the smooth functioning of the project team.
- 5.1.8 Management Services Division will give full implementation support to client agencies, this being subject to written proposals as above.
- 5.1.9 MSD will revisit all the projects within 6 months or completion in order to assess the efficacy of proposals and to advise the client on any necessary amendments and variations required to achieve the full benefits from the Consultancy.

## 6. **INTERVENTION**

- 6.1 Where the MSD has clear indications that an Agency can benefit from consultancy services and in the interest of promoting Public Service efficiency, Management Services Division has the authority, through the Minister for Public Service Management, Office of the President, to initiate studies on any aspect of the Agency's Operations.

## 7. **COLLABORATION WITH EXTERNAL CONSULTANTS**

- 7.1 The emergence of the Management Services Division with the mandate to provide Consultancy Services throughout the Public Service does not preclude the use of external consultants. It is accepted that in some cases, where specific skills are required, there will be a need to utilize external consultants. However, if the skills of MSD staff are to be enhanced, it is imperative that they be involved in all consultancy teams operating within the Public Service. This would be done by the provision of MSD staff on secondment to the external consultants, for the duration of their study. By so doing there would be benefit to both the external consultants and to MSD staff. The MSD staff would bring to bear their knowledge of local conditions, which need to be considered in any solutions and recommendations, thus ensuring that the external Consultant's proposals are applicable and appropriate to the local conditions. The benefits, to MSD staff of such collaboration, in terms of skills transfer from experienced external consultants, would also be extremely beneficial. Additionally, having been involved throughout the Consultancy, MSD Staff will be well placed to handle any necessary implementation, possibly precluding the requirement to use expensive external consultants for this task.

## 8. **CONCLUSION**

- 8.1 This document defines the role and functions of the Management Services Division in the restructured Office of the President, Public Service Management and the desired relationship with other traditional Public Service Agencies. Compliance by both parties – clients/consultants – with the guidelines herein, is intended to facilitate early response by Management Services Division, to promote smoother project execution and to generate more effective proposals, thus enhancing the management and performance of the Public Service that is served.