

ANNUAL REPORT

1995

OFFICE OF THE PRESIDENT

(VOLUME I - PRESIDENTIAL SECRETARIAT)



CO-OPERATIVE REPUBLIC
OF GUYANA

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1.1 The Office of the President set itself the following objectives in 1995:

- (i) Providing the necessary support to His Excellency the President for him to effectively carry out his duties such as (a) the preservation of Guyana's territorial integrity and the maintenance of its political independence, (b) the promotion of the economic, political and social development of the nation, (c) ensuring the effective organization of the functions of all Government agencies and (d) ensuring that all policy and other official statements were disseminated in Guyana and overseas to Guyanese nationals and interested organizations;
- (ii) Managing the affairs of the Defense Board in an effective way, supplying up-to-date information and giving competent advice on all matters and developments of importance to His Excellency the President, Commander in Chief of the armed forces of Guyana.
- (iii) Managing the affairs of Cabinet in an effective manner, ensuring that its decisions were promptly communicated to executing agencies, and monitoring the implementation of these decisions;
- (iv) Monitoring the staffing requirements of the Public Service to ensure a reliable supply of skilled and competent officials to implement Government's policies and programmes effectively; and
- (v) Ensuring that management procedures and practices throughout the Public Service were rational, efficient, clearly understood and consistently implemented.

1.2 The Government continued its focus as in 1993 and 1994, on resolving outstanding accountability problems, ensuring accountability and transparency in Government operations, insisting on a more cost effective use of public funds and addressing sustainable human development.

1.3 With that in mind the Office of the President's Administration strove in 1995 to coordinate its activities better, curtail overlapping and unnecessary functions between its divisions, effect cost savings in its operations as far as possible, and create opportunities and mechanisms to address strategic goals and objectives.

1.4 In its financial operations, the Office for the third year running was able to return savings to the Treasury. Out of a budgeted allocation of \$479.7m for current expenditures, it spent \$413.4m (86%), thereby returning \$66.4m. While there were some decisions taken during the year that affected payment being made under certain sub-heads, some of the savings resulted from the Office being able to better streamline its financial and accounting operations. Closer monitoring of spending needs allowed for pertinent decisions to be taken to safeguard against the irresponsible committal of funds, and curtail wastage. While there was some degree of success in this area, the Office's efforts through training and monitoring to ensure that the Stores operated efficiently, did not have the expected results. The failure to follow laid-down guidelines resulted in the Stores not being properly managed, thereby recording some unexplained shortages and excesses of items, which were reported to the relevant authorities.

1.5 One area in which the Office could have done better in terms of actual spending, was in the maintenance and upkeep of its fleet of vehicles. The amount of \$15.9m was spent on repairs, servicing, fuel and lubricants costs in 1995 as compared to \$12.1m in 1994, on basically the same fleet of vehicles. The old age of vehicles with many of them ranging from 7 to 16 years seemed to be one of the principal reasons for the high repairs cost experienced. Other contributing factors were several accidents, and wear and tear on vehicles due to bad handling by drivers. The replacement of some of the aged vehicles with new ones and better screening of drivers should see a significant curtailment of expenditure in this area in 1996.


1.6 The year under review was another busy one for His Excellency the President who made seven (7) official overseas visits coordinated by the Office, and had one hundred and ninety local engagements, including courtesy calls made by resident and non-resident dignitaries. He hosted their Excellencies Mr. Frederick Chiluba (President of Zambia), Mr. Ronald Venetiaan (President of Suriname), Dr. Sam Nujoma (President of Namibia) and His Holiness Abuna Paulos (Patriarch of Ethiopia). He also received credentials from fifteen (15) Ambassadors/High Commissioners. Apart from addressing the nation on important issues on several occasions, His Excellency delivered several lectures to students at the University of Guyana and visited many Regions where he met with the communities to listen to and address some of their problems.

1.7 The staff of the Finance Division was more taxed with responsibilities in 1995 as the Office assumed full financial responsibilities of the operations of the Presidential Guards, which were previously handled by the Police. The funding of operations of the Castellani Committee and a more established Government Information Service was also processed by the Finance Division.

- 1.8 The Public Service Management continued its focus on implementing policies and programmes designed to improve the management of and performance within the Public Service. A Public Service Reform Committee headed by the Head of the Presidential Secretariat was set up in March 1995 to advise Cabinet on the reformed type of Public Service that is appropriate for the Guyanese socio-economic reality. A Public Service Strategy Paper was prepared for the consideration of the Donor Community, and adopted finally by Cabinet in Nov, 1995.
- 1.9 In an attempt to address the skills shortage problem (especially in the Government's principal revenue-earning and accounting agencies - The Inland Revenue, Customs and Excise, Accountant General's and Auditor General's Departments), the Public Service Management ran a one-year Public Service Career Training Programme in 1995. Forty-eight participants received training on a rotation basis where they spent three months at each of the four departments. Forty five participants were successful and should be appointed to these agencies by the Public Service Commission by the end of February, 1996.
- 1.10 In the 1994 Annual Report it was stated that the Public Administration Project did not have the level of success anticipated. This Project aimed at improving the Public Service, enjoyed some measure of improvement in its performance as the Regional Administration Study on recommendations for the efficient working of the Regional System has been completed, and is being considered by Cabinet. Also procurement of goods (Computers, Vehicles, Minor Office Equipment) for Ministries/Govt Departments totalling \$107.7m was done in 1995.
- 1.11 Apart from the internal training of staff members which the Office continued to facilitate during the year, it continued to heavily subsidize the Canteens, which provided cheap lunches and snacks to staff as well as non-staff members. The level of subsidy was over a half of a million Guyana dollars. It also kept the Transportation System going, where Office Vehicles brought some workers from the East Coast and East Bank of Demerara to work on time, and took them home after work.
- 1.12 When all the factors are taken into consideration, the overall performance of the Office during the year can be regarded as commendable. Although the Administration is not happy with the 1995 levels of attendance in terms of late coming and absenteeism through sickness, many officers worked beyond the call of duty to ensure that most of the targets set were met.

1.13

Note has been taken of the areas of weakness, within the Office in 1995. While remedial actions were taken in some areas which should result in marked improvements, a frontal assault in the forms of (a) reshaping units with a view to effecting changes in general work attitudes and (b) introducing on a larger scale advanced technology to Sections, would be taken in 1996 with a view to keeping performance at the highest level possible.


.....
Roger F. Luncheon M.D.
HEAD OF THE PRESIDENTIAL
SECRETARIAT

FEBRUARY 14, 1996.

2.0

MISSION STATEMENT

2.1

To ensure the President is equipped to carry out effectively his duties and responsibilities as Head of State and Commander-in-Chief, by ensuring the provision of timely and competent advice; formulating and implementing policies and programmes designed to improve the management of the Public Service and providing administrative support to the President and his Cabinet.

3.0

ORGANIZATION AND MANAGEMENT

3.0.1

The responsibilities of the Office of the President cover its departments, viz. Secretariat support to the President and Cabinet, Administration of the Ministry, Protocol Functions, Public Service Management and the Government Information Services/Guyana Television Company.

3.0.2

The Organization chart of the Office is shown at 3.1 on page 7 and delineates the departments/divisions which fall under the portfolio of His Excellency the President and under the responsibility of the Head of the Presidential Secretariat as Chief Executive Officer of the Office. It shows the principal reporting relationships with the Head of the Presidential Secretariat (HPS) reporting to His Excellency the President, and defines his four primary areas of management responsibility as the following:

- (i) Secretariat Support to the President (as Head of the Presidential Secretariat)
- (ii) Public Service Management (as Head of the Public Service)
- (iii) Administration (as Head of the Office)
- (iv) Protocol Functions (as the Senior Public Servant with whom the Director of Protocol must relate to form the key supporting team for His Excellency the President in dealing with visits, visitors and the Office's external relations).

3.0.3

The Office of the President's Divisions and Departments have been structured to execute the objectives as outlined in Section 2.0.

3.0.4

The Head of the Presidential Secretariat is assisted by a Chief Administrative Officer, Permanent Secretary - Public Service Management, Deputy Secretary to the Cabinet and Director of Protocol who have specified responsibilities for the following four (4) broad divisions respectively:

- (i) ADMINISTRATION
- (ii) PUBLIC SERVICE MANAGEMENT
- (iii) CABINET and CONFIDENTIAL SECRETARIAT
- (iv) PROTOCOL FUNCTIONS

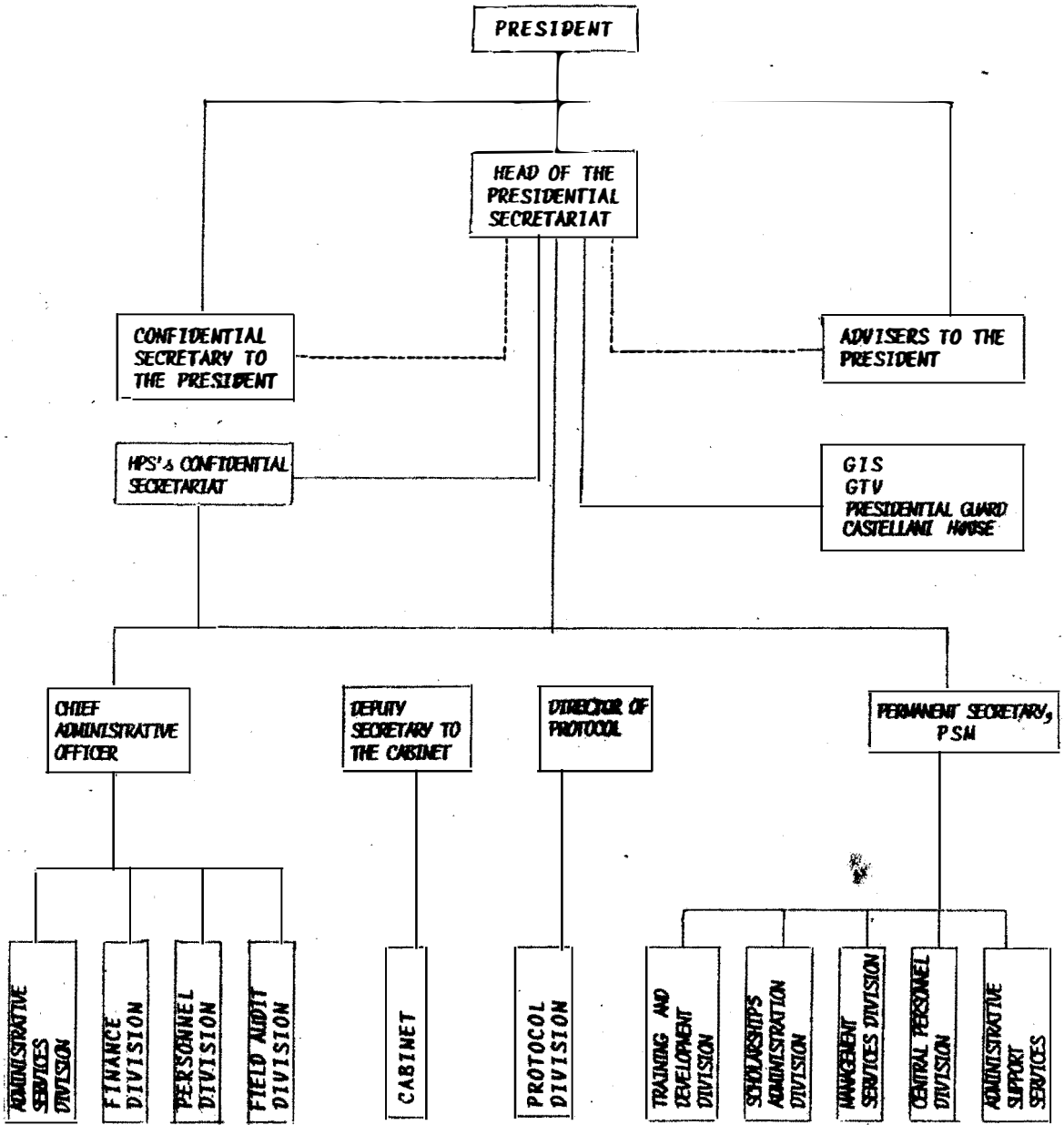
3.0.5 To effectively carry out the duties assigned them, the divisions are further subdivided as explained in Section 3.2 into the following:

- (i) ADMINISTRATION
 - (a) Administrative Services, (b) Finance, (c) Personnel and (d) Field Audit.
- (ii) PUBLIC SERVICE MANAGEMENT
 - (a) Training and Development, (b) Scholarships Administration (c) Management Services, (d) Administrative Support Services, and (e) Central Personnel Division.
- (iii) CABINET AND CONFIDENTIAL SECRETARIAT
 - (a) Cabinet & Defense and (b) Confidential Secretariat.
- (iv) PROTOCOL
 - (a) Protocol.

The Office of the President also has responsibility for overseeing the affairs of the Government Information Service, Guyana Television and Broadcasting Company, Presidential Guards and Castellani House.

ORGANIZATION CHART

MACRO STRUCTURE OF THE OFFICE OF THE PRESIDENT



**3.2
DESCRIPTION
OF
DIVISIONS
AND
DEPARTMENTS**

3.2

DESCRIPTION OF DIVISIONS AND DEPARTMENTS

3.2.0

HEAD OF THE PRESIDENTIAL SECRETARIAT'S COMPLEX

3.2.0.1

The Head of the Presidential Secretariat's Complex consists of the following three units which he directly heads:

- (1) The HPS Secretariat
- (2) The Cabinet Secretariat
- (3) The Defense Secretariat

3.2.0.2

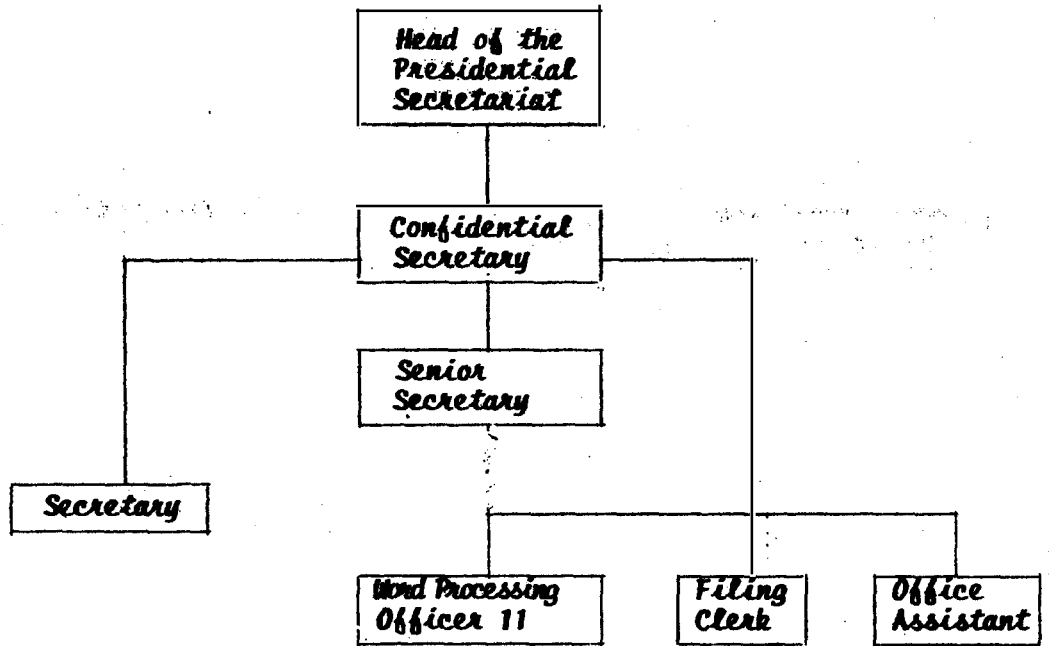
The role of the HPS's Complex is to provide His Excellency the President with the appropriate mechanisms to facilitate his exercise of Executive Authority. It is also responsible through the Cabinet Secretariat, to effectively handle Cabinet matters, and through the Defense Secretariat to administer the Defense Board and its obligations under the Defense Act. Strategic policy and administrative issues in the Public Service are also dealt with by this Complex, with the HPS being the Head of the Public Service.

3.2.0.3

The HPS's Secretariat provides secretarial support to the HPS in the form of preparing working papers, processing tasks assigned by him, taking notes of meetings, responding in a timely manner to mail, arranging his diary/timetable and coordinating his diary with that of His Excellency the President.

3.2.0.4

ORGANIZATIONAL STRUCTURE OF THE HPS'S SECRETARIAT



3.2.1

CABINET SECRETARIAT

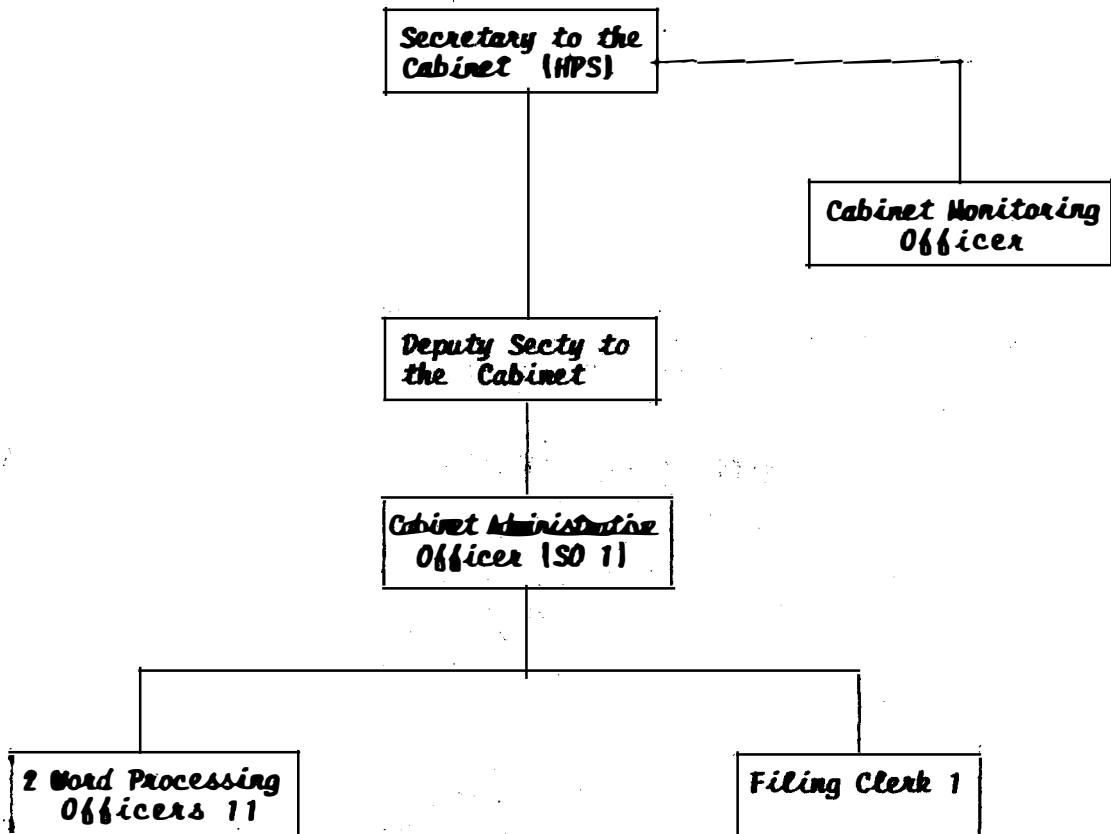
3.2.1.1

This unit services the Cabinet by preparing and circulating notices, agendas and working papers for Cabinet meetings held weekly. It also prepares the 'minutes' of Cabinet meetings and circulates them to members of the Cabinet, and communicates Cabinet's decisions to Ministries/Depts, etc. It administers Cabinet-Sub Committees' Work Programme and Time-Table and keeps a permanent official record of all Cabinet Decisions.

3.2.1.2

3.2.1.2

ORGANIZATIONAL CHART OF THE CABINET SECRETARIAT



3.2.2

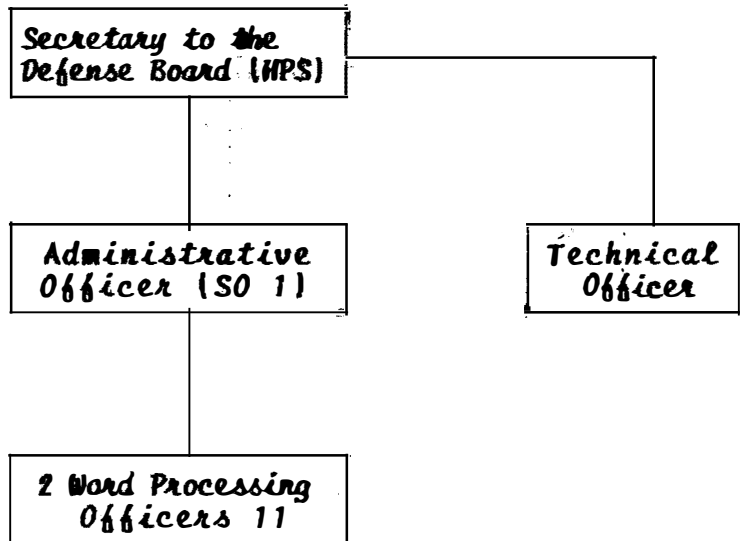
DEFENCE SECRETARIAT

3.2.2.1

This unit administers the Defense Board and its obligations under the Defense Act.

3.2.2.2

ORGANIZATIONAL STRUCTURE OF THE
DEFENSE SECRETARIAT



3.2.3

CONFIDENTIAL SECRETARIAT

3.2.3.1

ORGANIZATION AND MANAGEMENT

3.2.3.2

This section is supervised by the Senior Confidential Secretary to the President. It's main function is to ensure that the President is offered secretarial services and personal attendance of the highest standard. Other functions include the provision of hospitality services to visitors of His Excellency and catering for Cabinet and other meetings. The more detailed functions of the section are as shown below:

3.2.3.3

SECRETARIAL SERVICES

The Senior Confidential Secretary is mainly responsible for this area of work, which includes:

- (i) interviewing and advising members of the public who make representations to the President;
- (ii) making appointments and arranging meetings, etc;
- (iii) preparing the Engagement Diary;
- (iv) answering invitations;
- (v) opening, scheduling and despatching correspondence; and
- (vi) operating of Computer and Fax Machine.

3.2.3.4

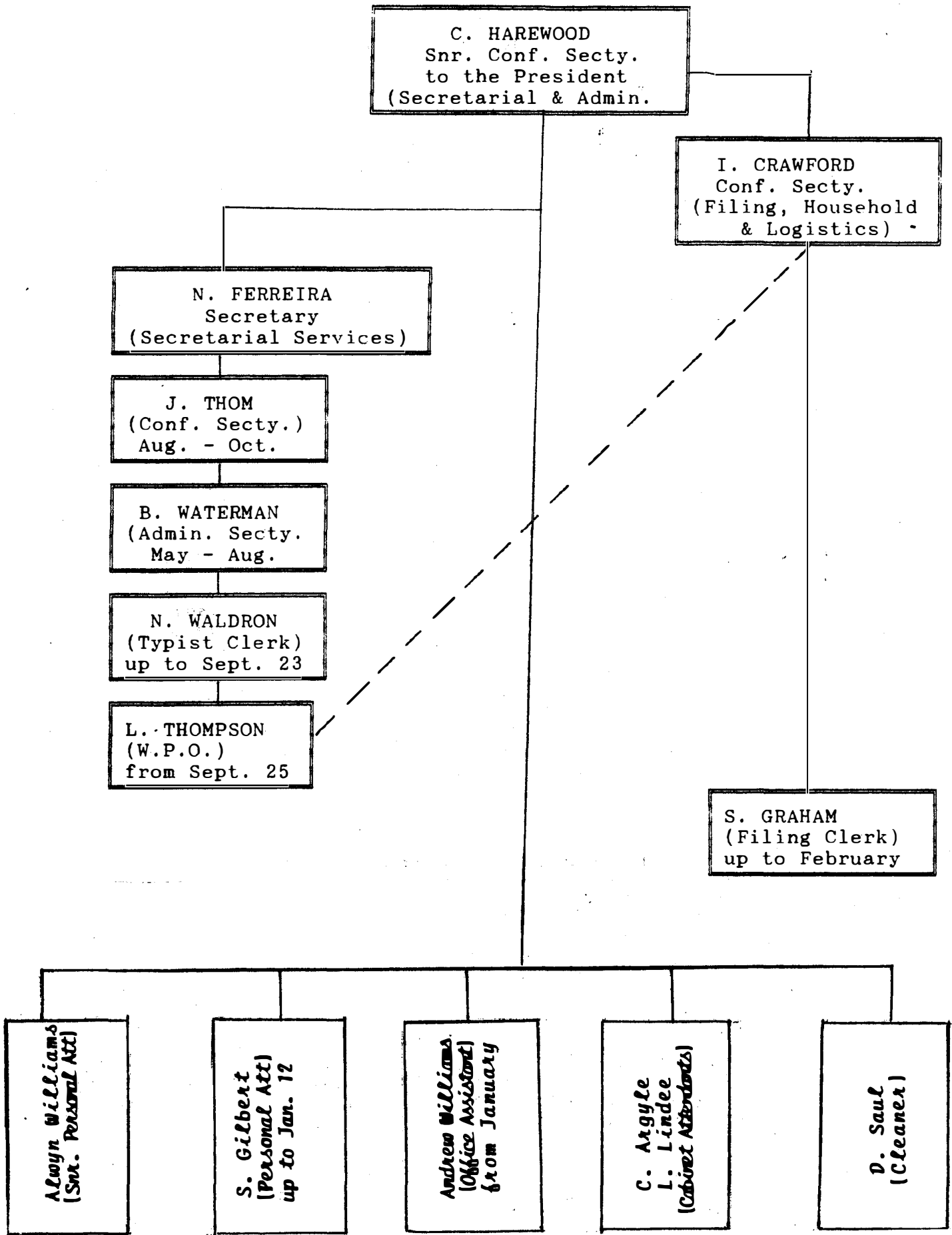
FILING AND CLERICAL

The Confidential Secretary supervises this unit in addition to the Personal and Cabinet Attendants, and the Cleaner.

This officer's duties include:

- (i) filing and retrieval of correspondence, and maintaining a B.U. system;
- (ii) identifying and extracting articles of national importance from the daily newspapers;
- (iii) operating (a) Petty Cash;
(b) A small store which is necessary for the effective functioning of the unit;
- (iv) preparing menus for Cabinet and providing hospitality services.

ORGANIZATIONAL CHART
CONFIDENTIAL SECRETARIAT



2.4

DIVISION OF PROTOCOL

2.4.1

MISSION

To ensure that all arrangements for Their Excellencies, as well as other tasks assigned to the Division are properly executed and reflect the highest standards possible;

2.4.2

ORGANIZATION AND MANAGEMENT

2.4.2.1

At the commencement of 1995, the Staff Chart of the Division showed the following:-

Director of Protocol	1	Vacant
Protocol Adviser	1	
Deputy Director of Protocol	1	Protocol Officer acting in this capacity.
Manager (ag)	1	
Protocol Officer	2	1 acting as Deputy Director 1 Vacant
Confidential Secretary	1	Word Processor Operator acting in this capacity.
Calligrapher	1	Vacant
Typist/Clerk	2	1 Vacant
Word Processor Operator	1	Acting as Confidential Secretary.
Driver	1	Vacant

2.4.3

FUNCTIONS AND RESPONSIBILITIES

2.4.3.1

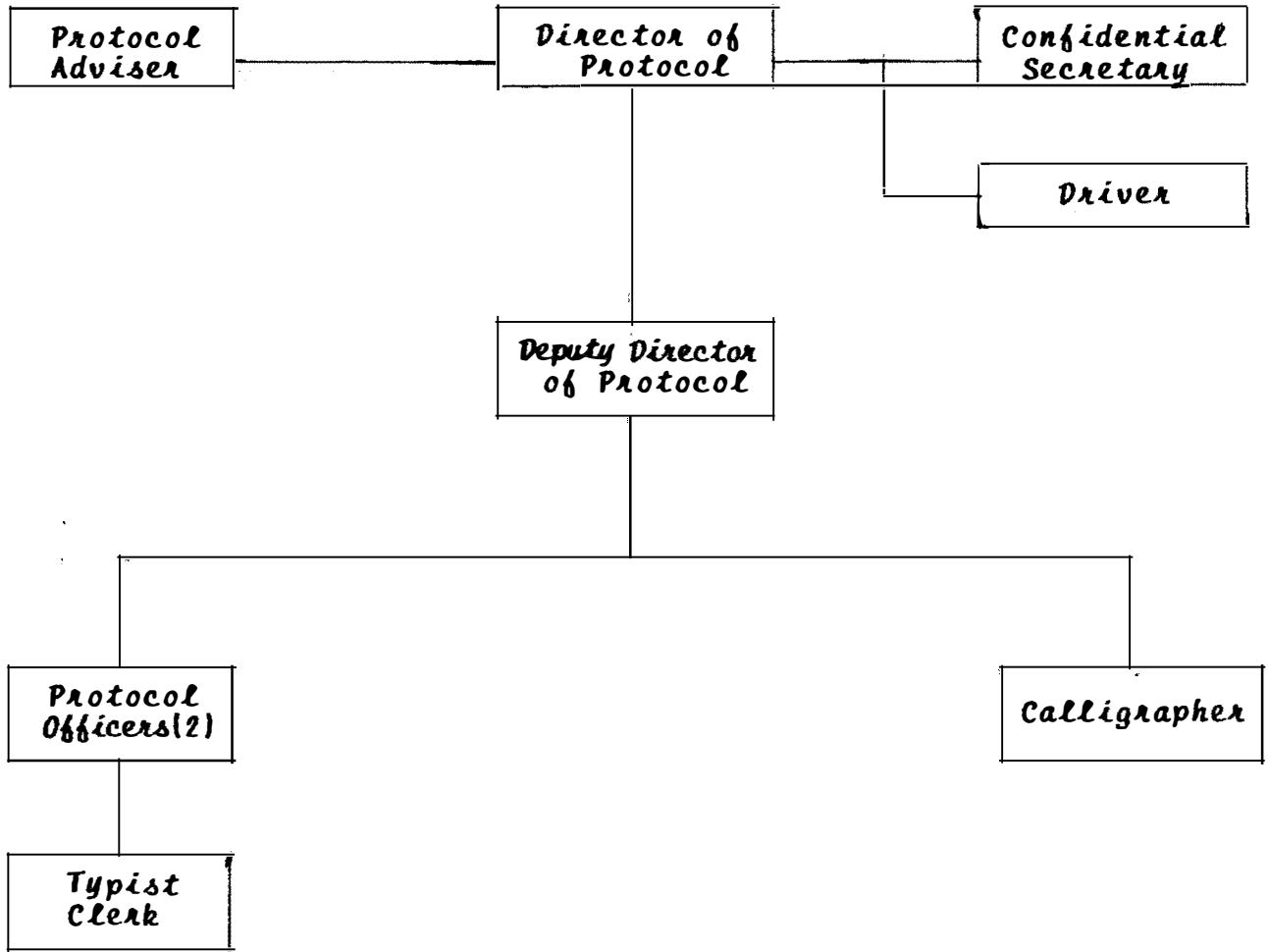
The Division continued to be responsible for finalising all matters of Protocol for the President and the First Lady as outlined below:-

- (a) Planning and overseeing arrangements relating to ceremonials, internal visits, etc., in collaboration with other Ministries and agencies (**particularly Foreign Affairs**), Corporations, and finalising all arrangements for the departure from and the return to Guyana by Their Excellencies.

- (b) Courtesy Calls paid on The President by very important persons and Diplomats.
- (c) Compiling invitation lists for various events.
- (d) Preparing greeting cards for domestic and external distribution.
- (e) Maintaining up-to-date records of Diplomatic personnel and representatives of International Organizations.
- (f) Co-ordinating with other Agencies, Ministries and private Entities arrangements for Their Excellencies at official and social functions.
- (g) Acquiring and preparing gifts for presentation by Their Excellencies.
- (h) Arranging Ministers and other Government functionaries to be sworn-in by His Excellency.
- (i) Arrangements for visit to Guyana by Foreign Dignitaries, more often in collaboration with the Ministry of Foreign Affairs.
- (j) Planning and executing arrangements relating to National Events and Ceremonies.
- (k) Decorating airport and other sites for State Visits and other functions.
- (l) Planning and executing all arrangements for functions hosted by Their Excellencies.

3.2.4.4

ORGANIZATIONAL CHART OF THE
PROTOCOL DIVISION



3.2.5

ADMINISTRATIVE DIVISION

3.2.5.1

MISSION

The Main Objectives of the Administrative Division are to provide a reliable and efficient information management system, and plan, improve and maintain the physical plant, infrastructure and essential services of the Office of the President.

3.2.5.2

ORGANIZATION AND MANAGEMENT

3.2.5.2.1

This Division is headed by a Principal Assistant Secretary (**General**) who is supported by an Assistant Secretary (**General**) and an Administrative Assistant in the execution of the day to day functions of the Division. The Principal Assistant Secretary who reports to the Chief Administrative Officer is located at Head Office along with the Administrative Assistant, while the Assistant Secretary who is responsible for all Administrative functions at the two (2) Public Service Management locations, is stationed in Waterloo Street.

The Division consists of:

- (i) The Central Registry Section supervised by a Registry Supervisor.
- (ii) The Canteen Section headed by a Canteen Manager.
- (iii) The Maintenance Section supervised by the Estates Superintendent.
- (iv) Head Office Administrative Unit and
- (v) Public Service Management Administrative Unit.

3.2.5.2.2

For the purpose of this report the review of the PSM's Administrative Support Services Unit would appear in the Public Service Management's Section.

3.2.5.3

FUNCTIONS OF THE ADMINISTRATIVE SERVICES DIVISION

The functions of this Division are as follows:

- (a) The Supervision of the Registry.
- (b) Direction of the Office Assistants and messengerial services.
- (c) The supervision of the Canteens.
- (d) The provision and direction of transport services.

- (e) The supervision of the Maintenance Division.
- (f) The preparation and sale of the official Gazette.
- (g) Ensuring the provision of the essential services such as telephones, etc, and their maintenance.

3.2.5.4

CENTRAL REGISTRY AND TYPING POOL

3.2.5.4.1

The primary objectives of the Central Registry are:

- (a) To ensure that an efficient system of records management through accurate filing and swift retrieval of documents is maintained; and
- (b) To provide a speedy and accurate secretarial support service.

This section is headed by a Registry Supervisor and has a staff complement of two (2) Typist Clerks, two (2) Filing Clerks, and one (1) Despatch Clerk.

3.2.5.5

THE CANTEEN SECTION

3.2.5.5.1

There are two (2) canteens located at the Head Office in New Garden Street and at the PSM's Office in Waterloo Street. The principal objective of the Canteen Section which is heavily subsidized by the Government, is to provide cheap meals and snacks to staff (and other public officers), as well as participants of training courses, meetings, etc.

3.2.5.5.2

This section is headed by a Canteen Manager and each Canteen is manned by a Supervisor and two (2) attendants.

3.2.5.6

MAINTENANCE DIVISION

3.2.5.6.1

The main objective of this section is to maintain the grounds and buildings of the Presidential Office Complex, Castellani House and State House, and the utilities associated with them.

3.2.5.6.2

Its main functions are:

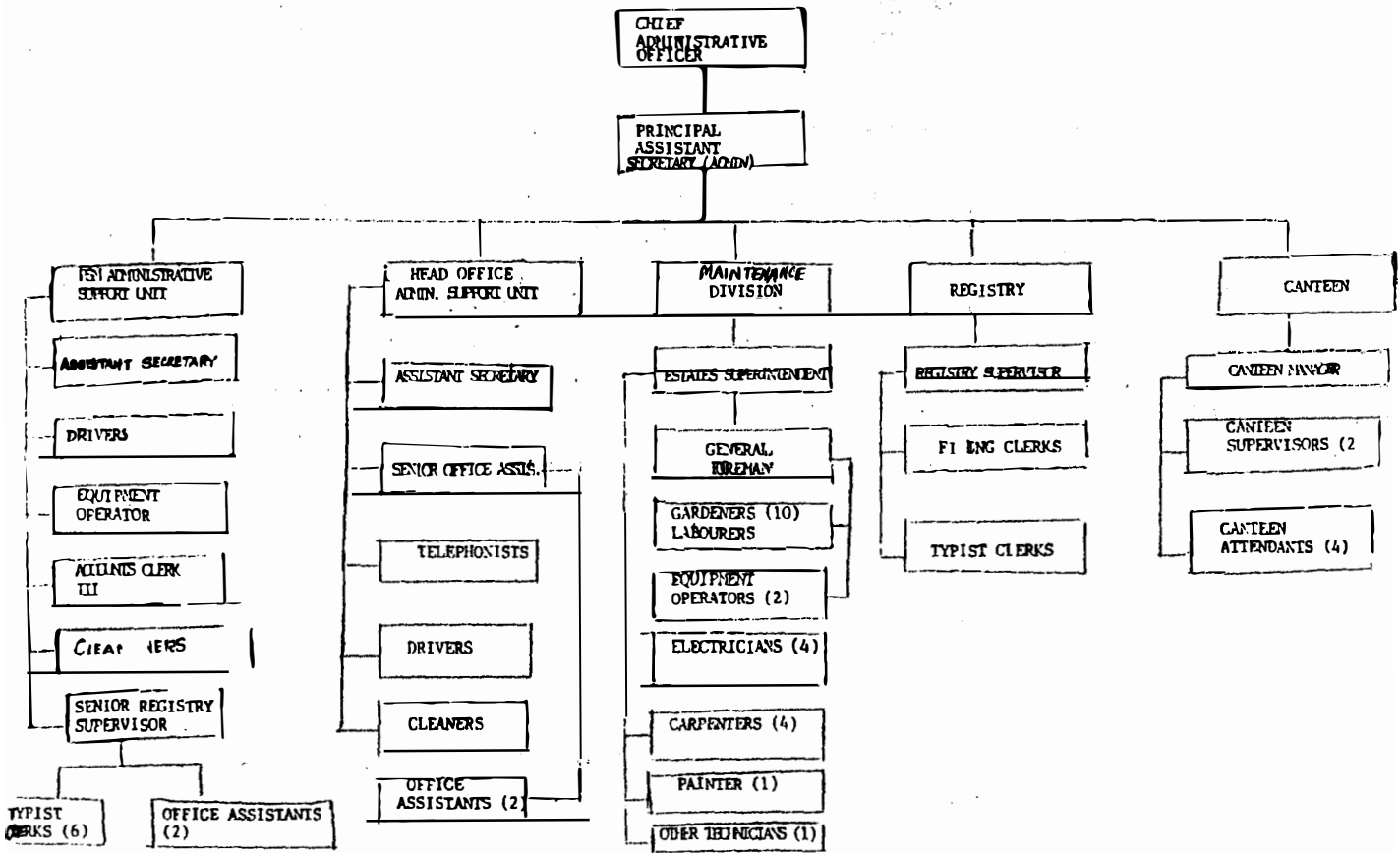
- (a) repairing and maintaining office buildings, electrical, air conditioning and other essential services;
- (b) cutting lawns and road shoulders and cleaning canals;
- (c) preparing for national events and receptions.

3.2.5.6.3

This section is manned by an Estate Superintendent, Electricians, Carpenters, Labourers, Cleaners, and Painter .

3.2.5.7

ORGANIZATIONAL STRUCTURE
ADMINISTRATIVE SERVICES DIVISION



3.2.6.1

MISSION

The Mission of the Division is to ensure the effective and efficient management of the financial operations of the Ministry, and ensure that they are carried out in accordance with the Financial Administration and Audit Act, Financial Regulations and Circular instructions.

3.2.6.2

The objectives are:

- (1) To manage and control all funds disbursed to the Ministry so as to ensure that expenditure is in accordance with the Financial Administration and Audit Act, Regulations and relevant circulars.
- (2) To bring to light all deviations from established rules and procedures.
- (3) To ensure that corrective action is taken to rectify the situation.
- (4) To ensure proper control mechanisms are in place and are executed and maintained.
- (5) To ensure that all payments are effected in a timely manner within the ambit of the Voted Provision and that all accounts are reconciled accordingly.
- (6) To meet deadlines for the submission of estimates, programmes, returns, reports and monthly compliance certificates.

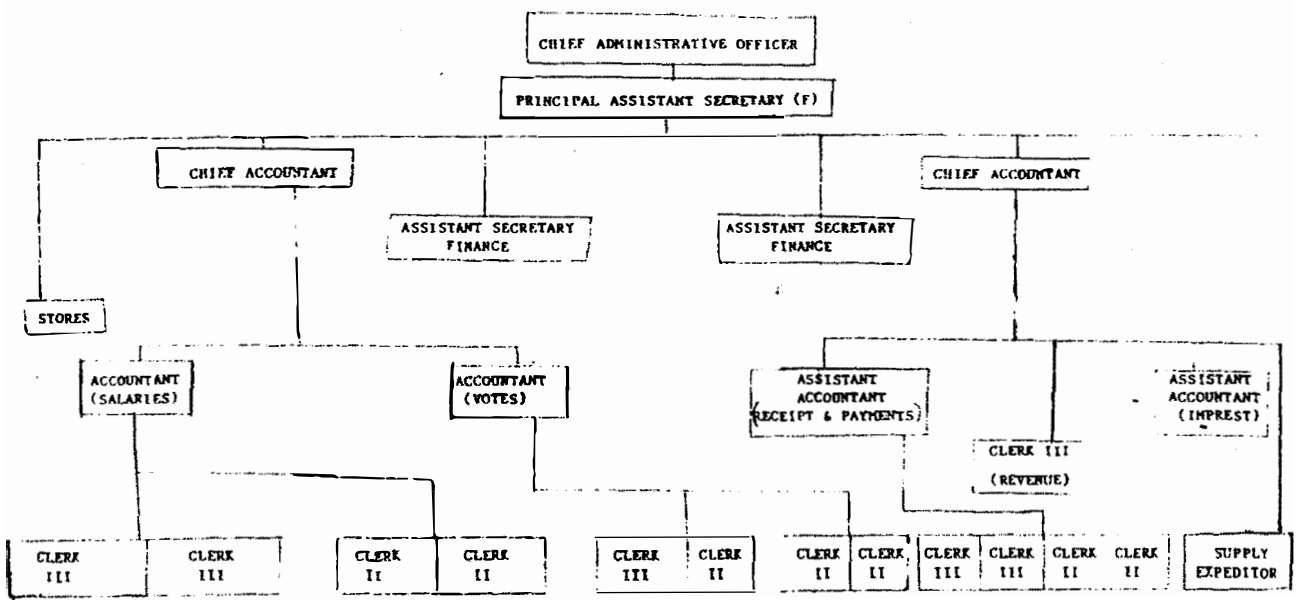
3.2.6.3

ORGANIZATION AND MANAGEMENT

- (a) The Division is headed by the Principal Assistant Secretary (F) who reports to the Chief Administrative Officer (C.A.O).
- (b) It has a staff complement of twenty three (23) officers including two (2) Chief Accountants, two (2) Assistant Secretaries (F), two (2) Accountants, two (2) Assistant Accountants, six (6) Clerk 111's, seven (7) Clerk 11's and one (1) Supply Expeditior.

(c)

POSITIONS	POSITIONS	POSITIONS FILLED	VACANCIES
Principal Assistant Secretary (F)	1	1	
Chief Accountant	2	2	
Assistant Secretary (F)	2	-	2
Accountant	2	1	1
Assistant Accountant	2	1	1
Clerk 111	6	-	6
Clerk 11	7	7	
Supply Expeditior	1	1	
	23	13	10



3.2.6.5

STORES DIVISION:

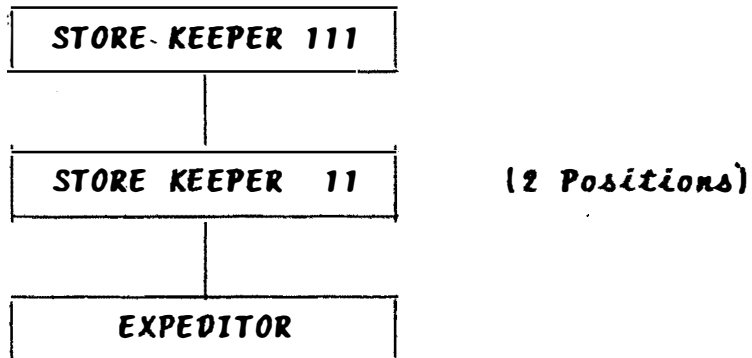
3.2.6.5.1 MAIN OBJECTIVES:

- (1) To ensure that all stores purchased for use by the Office of the President are safely stored and maintained in good condition.
- (2) To ensure that all stores are properly received, issued and recorded to facilitate proper accountability and reporting on their usage.
- (3) To provide for an adequate supply of items to facilitate their prompt accessibility when needed by the Office in the conducting of its business.
- (4) To ensure that the storekeeping activities of the Office are done in conformity with the Stores Regulations and relevant circulars issued by the Secretary to the Treasury and Accountant General.

3.2.6.5.2

ORGANIZATION STRUCTURE:

STORES DIVISION



3.2.6.5.3

The approved staff establishment for the Stores Section is Storekeeper 111 as the supervisor, two Storekeepers 11 and an Expeditor.

3.2.7

FIELD AUDIT DIVISION:

3.2.7.1

MISSION

To ensure (1) that there is proper internal control over the financial affairs of the Office, (2) that its cash, stores and equipment are used for the purposes intended and (3) that special investigations are carried out and advice given where necessary.

3.2.7.2

ORGANIZATION AND MANAGEMENT:

3.2.7.2.1

This Field Audit Division is headed by a Field Auditor and has a staff complement of one Assistant Field Auditor and two Stock Verifiers. The Field Auditor reports to the Chief Administrative Officer. (See Chart below)

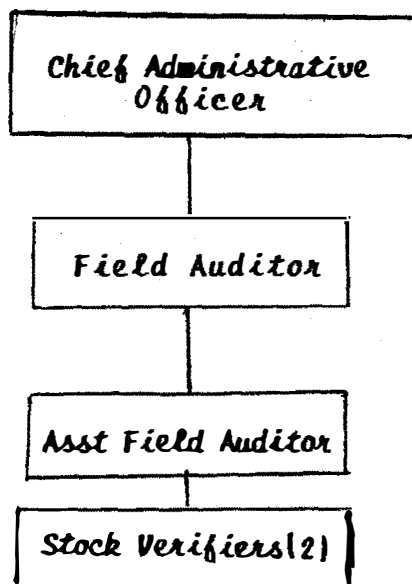
3.2.7.2.2

The main functions of the Division are as shown below:

- (a) To carry out field audits and stock verification exercises.
- (b) To conduct special investigations and provide advice where necessary.
- (c) To ensure that the inventory checks of Divisions are carried out at least twice yearly.

3.2.7.3

ORGANIZATION STRUCTURE (FIELD AUDIT DIVISION)



3.2.8

PERSONNEL DIVISION:

3.2.8.1

MISSION

The main objective of this Division is to provide and maintain adequate services in the areas of conditions of service, wages and salaries, staff development and staff welfare.

3.2.8.2

ORGANIZATION AND MANAGEMENT:

3.2.8.2.1

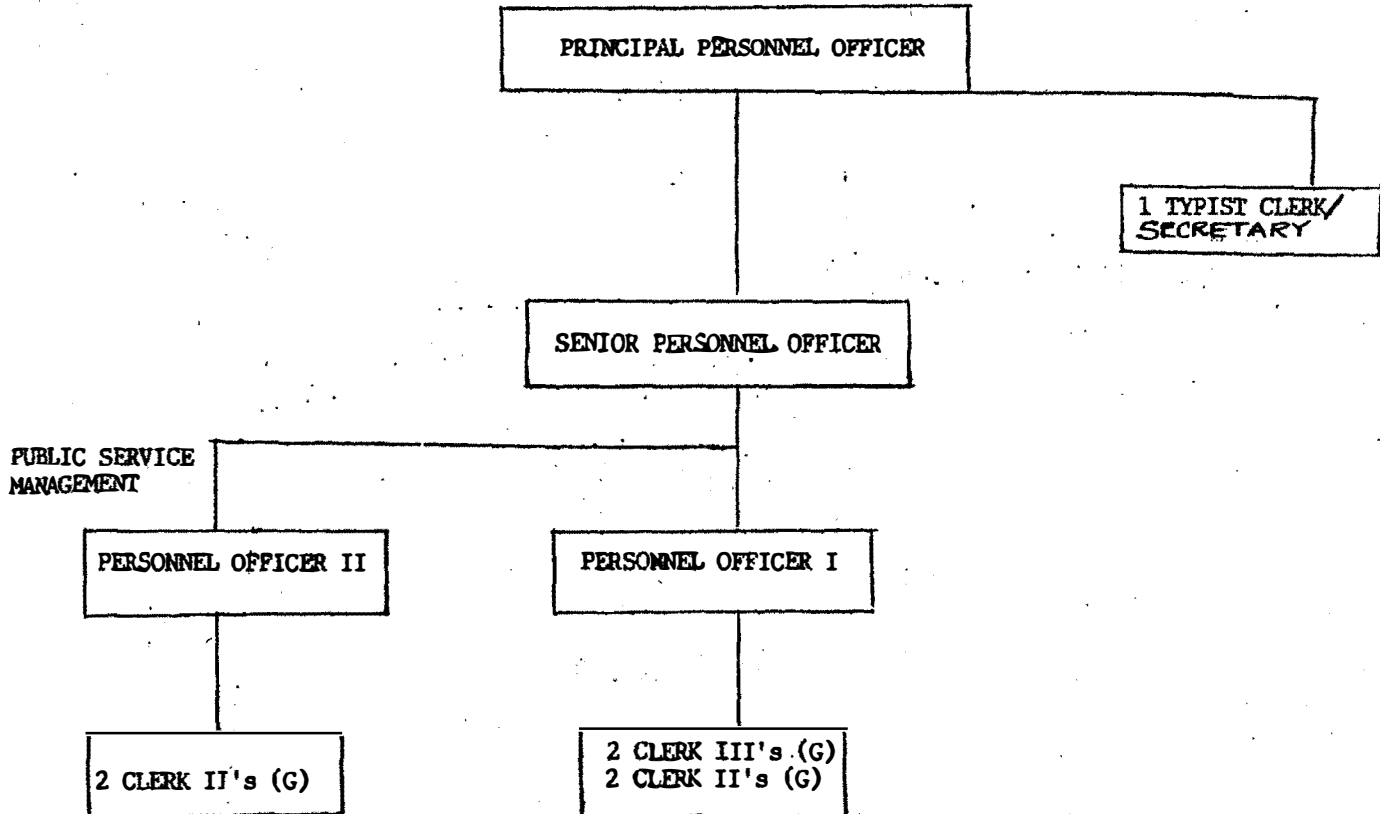
The Division is headed by a Principal Personnel Officer who is assisted by a Senior Personnel officer, one Personnel Officer 11, one Personnel Officer 1, two Clerks 111 (G) and four Clerks 11 (G). The Principal Personnel Officer reports to the Chief Administrative Officer.

3.2.8.2.2

The Division has responsibility for the following areas:

- (1) Personnel Policy Development
- (2) Manpower Planning
- (3) Recruitment, Promotions, Transfers, Resignations and Retirements.
- (4) Discipline, Grievances and Dismissals.
- (5) Staff Appraisal.
- (6) Training and Development.
- (7) Leave and Absenteeism.
- (8) Wages and Salaries.
- (9) Employees' Benefits.
- (10) Personnel Record Keeping.

PERSONNEL SECTION
ORGANIZATIONAL CHART



PUBLIC SERVICE
MANAGEMENT

3.2.9

SUBVENTION AGENCIES

The Office of the President is also responsible for the examination of Accounts and release of funds to the Guyana Information Services, Castellani House, Presidential Guard and Guyana Television and Broadcasting Corporation. It also prepares remittances and withdraws funds for the Guyana Defense Force, Guyana National Service and Guyana Water Authority to do Capital Works.

3.2.9.1

GUYANA INFORMATION SERVICES

3.2.9.1.1

MISSION

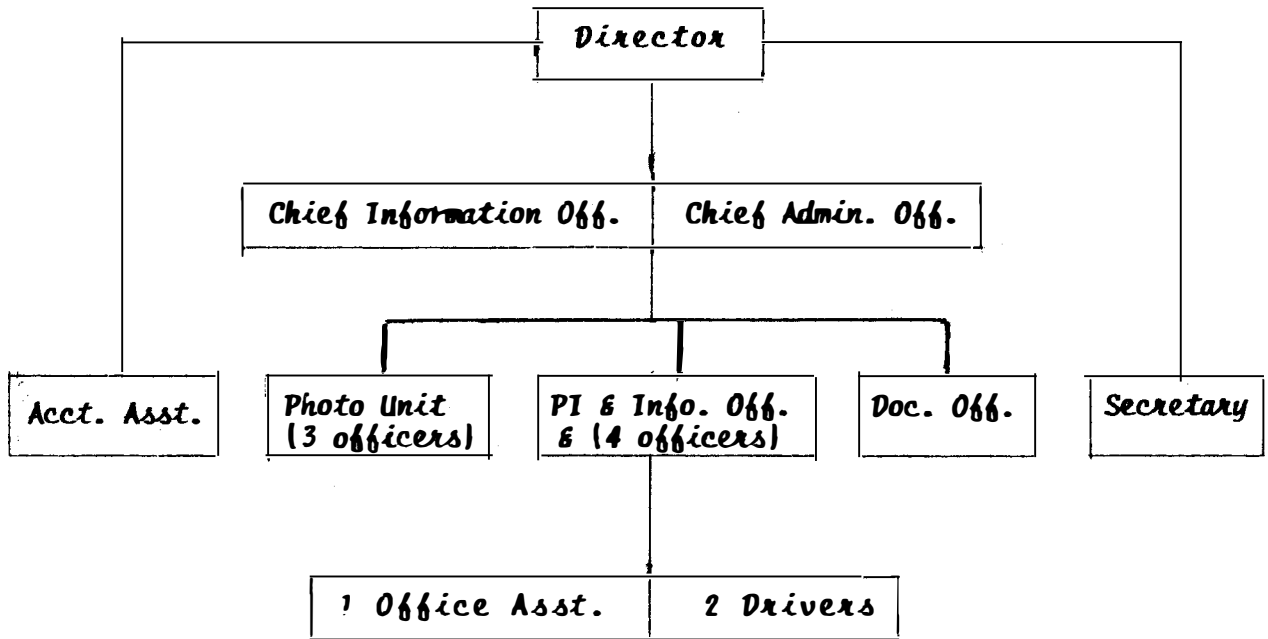
To gather and disseminate information dealing with the economic, social, cultural and national development of Guyana, using coverage inside and outside of Guyana.

3.2.9.1.2

ORGANIZATION AND MANAGEMENT

3.2.9.1.3

ORGANIZATIONAL STRUCTURE



3.2.9.1.4

SPECIFIC OBJECTIVES AND FUNCTIONS

- (1) To gather and disseminate development news relating to activities of Government Ministers, Ministries, Departments and Agencies.
- (2) To collect and disseminate developmental news and features relating to Government projects in all 10 Regions of Guyana.
- (3) To cover major social, cultural and national events in the various regions of Guyana.
- (4) To suggest, arrange and host periodic press conferences for Ministers of the Government.
- (5) To provide weekly bulletins of developmental news to Guyana's High Commissions, Embassies, Consulates, and Guyanese constituencies abroad.
- (6) To provide special supplements on successful Government projects and programmes.
- (7) To act as the main depository and supplier for Government publications, locally and overseas.
- (8) To develop and house the major government documentation centre which could be made available to appropriate students and researchers.
- (9) To become the Advertising Agency for Government ads. to newspapers and other media houses.
- (10) To compile, publish, distribute/sell major government policy statements, speeches, researches and programmes.
- (11) To produce and broadcast on state and private media, radio and TV programmes involving areas mentioned in (1), (2) and (3) above.

3.2.10

CASTELLANI HOUSE

3.2.10.1

MISSION

Its mission, is to focus on the preservation of the works of art constituting the national patrimony, and the acquisition, exhibition, promotion, documentation and interpretation of such works.

3.2.10.2

ORGANIZATION AND MANAGEMENT

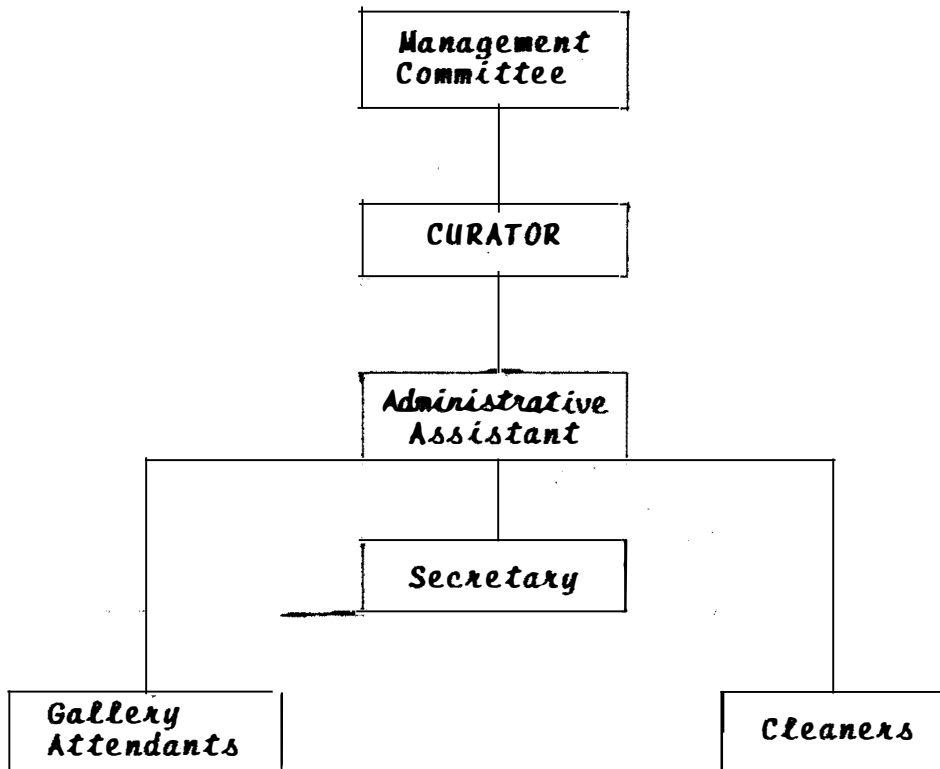
Castellani House, the National Art Gallery, is a public non-profit institution, serving the interests of all the diverse communities which shape our national cultural character. As an exhibitor, interpreter and promoter of Contemporary Visual Art of a professional standard, it provides lectures, seminars, workshops and other forms of public education.

3.2.10.2.1

Castellani House is managed by a Committee and has a Curator who is responsible for day to day operations. See the organizational structure below.

3.2.10.3

ORGANIZATION STRUCTURE (CASTELLANI HOUSE)



3.2.11

PRESIDENTIAL GUARD

3.2.11.1

MISSION

- (i) To protect the life and property of His Excellency the President and family.
- (ii) To protect the life and property of the Honourable Prime Minister and family.

3.2.11.2

ORGANIZATION AND MANAGEMENT

The Presidential Guard is comprised of two sections with separate and distinct functions. These Sections are:

- (a) The Body Protection Unit or Plain Clothes Section.
- (b) The Uniform Section.

3.2.11.2.1 The Body Protection Unit Or Plain Clothes Section:

The Body Protection Unit is stationed inside State House compound which is used as its operational headquarters. For operational purposes, it is divided into four sub-units, three (3) of which are directly attached to His Excellency the President and one (1) to the Honourable Prime Minister.

The sub-units are each commanded by an Inspector who reports directly to the officer-in-charge of the Body Protection Unit. His Second-in-command has direct responsibility for the Prime Minister's security, thus he has a dual role.

3.2.11.2.2

The main functions of the Body Protection Unit are:

- (a) To provide immediate security for the President and family and the Prime Minister and family.
- (b) Controlling access points to the President and Prime Minister.

This involves screening members of the public wishing to have audience with both, providing information on situation in specific areas to be visited by the President and Prime Minister and advising accordingly.

3.2.11.2.3 The Uniform Section:

The Uniform Section has two main administrative/operational centres located at:-

- (i) State House
- (ii) Vlissengen Road (**Castellani Compound**)

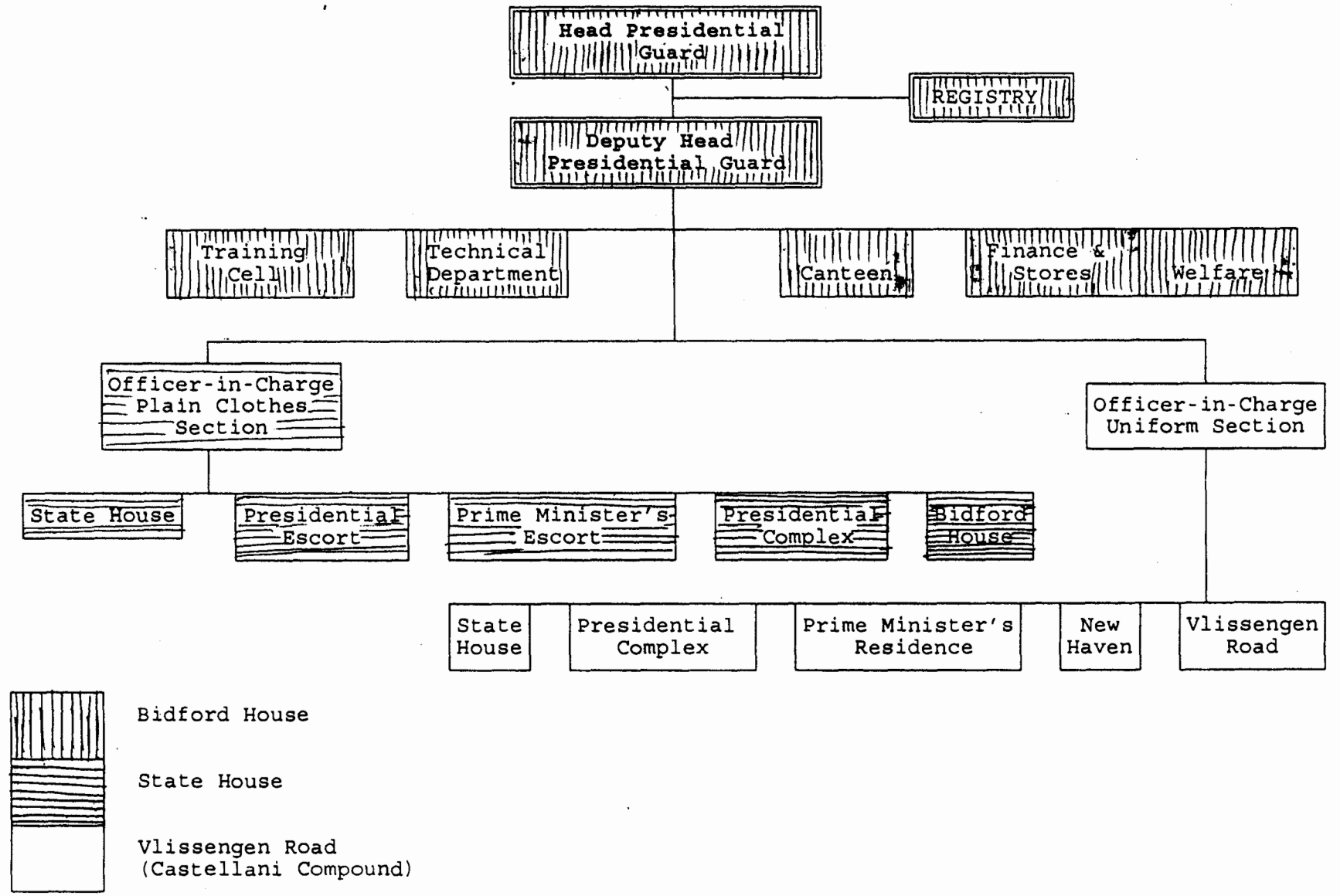
The presence of a body of men is also maintained at the Presidential Complex.


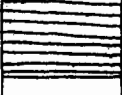

3.2.11.2.4 The main function of the Uniform Section of the Presidential Guard is to provide what can be termed '**static security**' for the President and Prime Minister.

3.2.11.2.5 The main administrative centre of the Presidential Guard is located at Bidford House. The offices of both the Head of the Presidential Guard and the Deputy Head of the Presidential Guard are situated at Bidford House. They are responsible for the day-to-day administration of the Guard. This includes liaison with security agencies, etc.

3.2.11.3

ORGANIZATIONAL STRUCTURE PRESIDENTIAL GUARD



-  Bidford House
-  State House
-  Vlissengen Road
(Castellani Compound)

**4.0
SUMMARY
AND
REVIEW
OF
CURRENT YEAR'S
PROGRAMME**

4.0

SUMMARY AND REVIEW OF
CURRENT YEAR'S PROGRAMME

4.1

HEAD OF THE PRESIDENTIAL SECRETARIAT'S COMPLEX

4.1.1

The year 1995 was an eventful one for the HPS' Secretariat. There was a significant turnover in staff in 1995 with an endorsed move to the employment of staff on contract-gratuity terms in the Secretariat. Such staff changes were significant in the HPS' office and the Cabinet office where again contract-gratuity officers tended to replace staff on the fixed pensionable establishment.

4.1.2

Cabinet staff continued their 1994 task in vetting Cabinet Minutes for **BINDING**. Cabinet assumed responsibility for the preparation of comprehensive listings of all fines, fees, duties and levies under Civil and Criminal Jurisdiction.

4.1.3

The Defense Secretariat's performance was uneventful in 1995. Staff turnover was again high with a **100%** replacement within the year.

4.1.4

A greater reliance on computer technology was experienced, leading to more recruitment of computer literate staff. A greater emphasis on monitoring and review of military expenditure was adopted late in 1995 and will continue into 1996 with further reorganization of the Defense Secretariat.

4.1.5

The constituting and regularization of activities of the Cabinet Sub-Committees on Health, Agriculture and Housing extended the responsibilities of the Cabinet Secretariat. These monthly meetings along with the fortnightly meetings of the Cabinet Sub-Committee on Finance imposed considerable demands on staff.

4.1.6

The alluded demands created the need for Cabinet Monitoring Officers. Military Officers were initially identified for filling these posts but senior public servants and civilian recruits were accepted.

4.1.7

For 1996, work will continue on upgrading computerization in the Secretariats. Greater Security features will be introduced and dictaphone services will be installed.

4.1.8

For Cabinet, the work plan calls for the completion of vetting of Cabinet Minutes 1992-1994, the universal adoption of the new format for submission of Cabinet Memoranda, and work on creating a computer data-base of subject matters submitted for Cabinet's consideration.

4.1.9 The Defense Secretariat will see significant recruitment to enable the Defense Board to function better, as outlined in the Defense Act.

4.1.10 In 1995, the HPS' Secretariat saw more utilization of technical and professional staff in support of the HPS and his wide range of responsibilities. In 1996, improved Computer technology and more competent support staff will be sought.

4.2 CONFIDENTIAL SECRETARIAT

4.2.1 The year commenced with the following members of staff:

- 1 Senior Confidential Secretary to the President (Admin/Secretarial)
- 1 Confidential Secretary (Filing, Logistics & Household)
- 1 Filing Clerk 11 (Filing, Logistics & Household)
- 1 Typist Clerk 11
- 2 Personal Attendants
- 2 Cabinet Attendants
- 1 Cleaner

4.2.2 During 1995 there was a rapid turnover of staff. The Secretary returned to work in June after an absence of 11 months. The Senior Confidential Secretary was on sick leave with effect from August 15 - September 30. The Filing Clerk 11 resigned and that vacancy is still to be filled. One Administrative Secretary joined the staff in April but was later transferred together with the Typist Clerk 11 to another section of the Ministry at the end of August. During that period, a Confidential Secretary was assigned to the department but she resigned approximately three months later to join Caricom. One Word Processor Operator joined the section in September; she performed secretarial duties in the mornings and assisted in filing and clerical work in the afternoons. One Personal Assistant withdrew his services in January and an office assistant from the Office Assistant's Pool was re-assigned to this area. He performed the duties of Personal Attendant 11 to the President, but has not as yet been confirmed in this position. The Section obtained the services of a Work Study student during the August vacation. His performance was commendable.

4.2.3 The setbacks caused by the rapid turnover mentioned above placed almost too much burden on the depleted secretarial and clerical staff, but with the return of ~~the~~ Senior Confidential Secretary in October, secretarial duties were placed on an even keel once more.

4.2.4 Again the support of the Cabinet Attendants who in addition to their normal duties, continued to prepare the sandwich meal for Cabinet meetings, operate the photocopying machine and recycle envelopes, was encouraging.

4.2.5 In spite of the vagaries occurring from shortages of staff owing to absences on leave and illness, performance on the whole was of an exemplary nature. The Senior Confidential Secretary would like to record her grateful thanks to all members of staff who gave of their best and others who demonstrated worthwhile sense of responsibility in their duties. Special mention for punctuality and attendance should be made of Ms. Crawford, Ms. Argyle, Ms. Lindee and Ms. Saul.

4.3 DIVISION OF PROTOCOL

4.3.1 The Protocol Division continued to provide services to Their Excellencies the President and First Lady. During the first half of the year, Ms. L. Thompson was transferred to the Secretariat of the Head of the Presidential Secretariat, was returned after 2 months and in September, was transferred to the Confidential Secretariat. The Division suffered in its computer work as a result of these transfers.

4.3.2 In the latter half of the year, Mr. Alvin Seaford was confirmed in his post of Manager after acting for a very long time. Mr. E.V. Persaud was re-engaged on a 1-year contract as Protocol Adviser from 1st March, 1995.

4.3.3 The Protocol Adviser continued to discharge the functions of Secretary-General of the Orders of Guyana and thus, the Division maintained the responsibility for finalising all arrangements pertaining to the Investiture Ceremony. Efforts are still being pursued to determine the possibility of striking medals locally at a reasonable cost to eliminate the back-log of medals to be awarded to the Disciplined Service.

4.3.4 The following overseas visits were made by the President:-

- | | | | | |
|--------------|---|--|---|---|
| FEB. 7 - 12 | - | Visit to Belize
(Accompanied by Her Excellency) | - | CARICOM Inter-Sessional Meeting |
| MAR. 6 - 13 | - | Visit to Copenhagen | - | World Summit for Social Development |
| AUG. 16 - 20 | - | Visit to Trinidad and Tobago | - | Summit of the Association of Caribbean States/Opening of CARIFESTA VI |

- | | | | | |
|---------------------|---|-------------------------|---|---|
| OCT. 8 - 15 | - | Visit to Venezuela | - | Private Visit (accompanied by Her Excellency) |
| OCT. 16 - 20 | - | Visit to New York | - | 50th Anniversary of the United Nations |
| NOV. 5 - 18 | - | Visit to New Zealand | - | Commonwealth Heads of Government Meeting |
| | - | Visit to Paris | - | UNESCO 50th Anniversary |
| | - | Visit to United Kingdom | - | Meeting Guyanese |

4.3.5 First Lady Mrs. Janet Jagan attended the Meeting of First Ladies of the Americas in Ascuncion, Paraguay. In addition, she attended the Annual Brunch to commemorate Martin Luther King's Birthday, and participated in several local functions.

4.3.6 His Excellency had over one hundred and ninety (190) local engagements, including courtesy calls paid by resident and non-resident dignitaries. Those dignitaries received by His Excellency included Ms. Anne Patterson, U.S. Deputy Assistant Secretary of State, Gen. Barry Mc Gaffrey, Commander-in-Chief of U.S. Southern Command, Delegation from Mauritius, Venezuela's Foreign Minister, Jamaica's Foreign Minister, Sir Neil Shaw of Tate & Lyle, Cuba's Foreign Minister, FAO Director-General, Brazil's Foreign Minister and Mr. Antoine Karam, Chairman of the French Guiana Regional Council. Lord Desai of the London School of Economics visited Guyana at the invitation and/guest of His Excellency.

4.3.7 His Excellency received Credentials from fifteen (15) Ambassadors/High Commissioners whom he saw thereafter on courtesy calls. Their Excellencies hosted Farewell Teas for three (3) departing Heads of Mission and Their wives.

4.3.8 The following persons were sworn in by His Excellency in 1995:

The Chairman and Members of the Judicial and Teaching Service Commissions, as well as Mr. Prembishaul Persaud as Justice of Appeal, The Mayor and Deputy Mayor of Georgetown, Mr. Maurice Churaman to act as Chief Justice, Messrs. Carl Singh, Donald Trotman, Dennis Hanoman-Singh, Deonarine Bissessar to act as Puisne Judges and Mr. Moses Nagamootoo as Minister of Local Government.

4.3.9 His Excellency visited Regions 2, 5, 6 and on several occasions, Region 3. He addressed the communities at public meetings in these Regions. He also officiated at the Annual Investiture Ceremony, and while in New York attending the U.N.'s 50th Anniversary Celebrations, he invested Mr. Samuel Rudolph Insanally, CCH with the insignia of the Order of Roraima.

- 4.3.10** During the year, Their Excellencies Mr. Frederick Chiluba, President of Zambia, Mr. Ronald Venetiaan, President of Suriname, Dr. Sam Nujoma, President of Namibia and His Holiness Abuna Paulos, Patriarch of Ethiopia visited Guyana and in their honour, Their Excellencies hosted Receptions. The visiting Heads of State were accompanied by their wives, except President Nujoma.
- 4.3.11** His Excellency also hosted Receptions on the occasion of the Guyana Public Service Union's 72nd Anniversary and in honour of the Delegates to the Caricom Summit, the FAO Director-General, the Delegates to the TUC's Biennial Conference and Mr. Antoine Karam, Chairman of the French Guiana Regional Council. A Brunch in honour of the Press was hosted early in the year by Their Excellencies at State House.
- 4.3.12** His Excellency attended the National Day Reception of Canada, India, China, United States of America and Colombia. He also attended one monthly Lunch hosted by the EEC Delegate and the Annual Diplomatic Dinner hosted by the Diplomatic Corps.
- 4.3.13** His Excellency addressed the Nation at the Flag-Raising Ceremony, to mark the 29th Anniversary of Independence. He also attended Parliament with President Venetia of Suriname and President Nujoma of Namibia and was also present at the ceremonies at Le Repentir and Enmore to observe Enmore Martyrs' Day.
- 4.1.14** His Excellency delivered several lectures to students of the University of Guyana, and students of 5th and 6th forms on the New Global Human order at the National Cultural Centre. In addition, His Excellency declared open the Citizens' Bank, Ocean View International Hotel and Convention Centre, Banks DIH Housing Project and Cuyoil's Kitty Service Station.
- 4.3.15** Their Excellencies attended a 'Night of Carols' hosted by the Police Force, while His Excellency was special guest at several Xmas Parties. His Excellency ushered in the New Year at Parties at the Guyana Defence Force, Police Force and Park Hotel.
- 4.3.16** During the first and latter halves of the year, His Excellency launched two books.

4.4

ADMINISTRATIVE DIVISION

4.4.1

This was a much better year for the Administrative Division. There was general improvement in most sections. However, supervisors had to give regular "pep talks" to some individuals who were not pulling their weight. In spite of various set backs, the Division made a valiant effort to perform its duties successfully.

4.4.2

Once again staff shortages and illness/absenteeism took their toll, but overall the section's work was kept under control. The staff must be complemented for their performance in spite of the setbacks. Special mention must be made of the following staff members who gave yeoman service when that was necessary:

- (a) Ms. W. Dundas, Administrative Assistant, single/handedly manned the Gazette Section, the PAS's desk and her own for a short period when the PAS was on sick leave. On the latter's return, Ms. Dundas continued to carry her own duties as well as the duties of the Gazette Section until December when a Clerk 1 was appointed to assist in the Gazette Room.
- (b) Ms. R. Barratt, Telephonist, who had been functioning in the Registry as the understudy to the Registry Supervisor was called upon from time to time to assist with the typing, despatch and photocopying services, in addition to her normal duties. She also acted for the Registry Supervisor in her absence.
- (c) Ms. M. Henry, Typist Clerk and Ms. S. Hazel, Telephonist, made significant contributions in the Registry when it was hit by staff shortages.
- (d) Mr. M. Nelson, Driver, was one of our tireless workers who gave service beyond the call of duty on several occasions.

4.4.3

TRANSPORT POOL

4.4.3.1

The fleet of vehicles utilised by the pool for this year was as follows:-

<u>VEHICLES NO.</u>	<u>MAKE/MODEL</u>	<u>STATUS</u>
PDD 4207	Toyota Bus	Working from April
PCC 136	Toyota Bus	In and out of workshop
PDD 1940	Suzuki Jeep	Given to GIS
PEE 3426	Dodgeram	Given to Customs Anti Narcotics Unit
PCC 5367	Nissan Car	In and out of workshop
PBB 5413	Datsun Blue Bird	On loan to GIS
PCC 9230	Toyota Pickup	Entered pool in September

4.4.3.2 The transportation services provided by our fleet was hampered during 1995 due mainly to the number of occasions most of the vehicles were in mechanical workshops for one reason or another (**including accidents and mechanical wear and tear through old age**). Apart from the downtime, the exorbitant cost incurred in maintaining the Office's entire fleet signals the need for major replacements with new vehicles. Out of a total cost of **\$13,878,792.84** for maintaining the Office's fleet of vehicles, the cost for maintaining those belonging to the Transport Pool was **\$3,447,302.14**.

4.4.3.3 In spite of our handicap as regards the vehicles, the section was able to satisfy a great part of the transportation needs of the Office of the President. Throughout the year, we were asked to provide transportation for various agencies, chief among which was the Ministry of Foreign Affairs, with the Guyana Information Service coming a close second. Whenever foreign delegates were in the country, the bus **PDD 4207** was utilised by the Ministry of Foreign Affairs, while G.I.S. used it to transport members of the media to cover functions when the President and other Ministers/dignitaries had to officiate. The Presidential Guards also used our vehicles extensively during the year to transport their staff to and from training sessions on the highway, as well as for escort duties when the President visited the Regions.

4.4.3.4 The Office maintained the subsidy to workers where two mini-buses from the Transport Pool brought them to work from Clonbrook on the East Coast Demerara and Grove on the East Bank Demerara during the mornings, and took them home after work. Workers in South Ruimveldt were also assisted with transportation provided by the Office.

4.4.4

THE CANTEENS

4.4.4.1 Like the other sections, absenteeism through illness, sick and annual leave took its toll on both Canteens. So much so, that at times there was one member of staff on site some days. We either had to shift staff from one canteen to the other or utilise the Canteen Manager and/or one of the cleaners to assist.

4.4.4.2 During the year the Canteens prepared lunches and snacks for meetings, training courses, as well as for the regular daily customers. The New Garden Street Canteen also prepared snacks for schools which were on conducted tours of the Office. More persons from the surrounding offices have been utilising the canteens, because of the very reasonable prices charged for meals and snacks.

4.4.4.3 The practice of rotating staff between the two canteens continued during the year. Three fund-raising events were hosted by the Canteens to purchase uniforms for their staff. These efforts were so successful that each person was given materials for two uniforms.

4.4.4.4 Some maintenance work was done at both locations. However, there is still much more to be done, especially at Waterloo Street.

4.4.5 CENTRAL REGISTRY

This was a rough year for the Registry. Their workload was increased but the staff complement was never at full strength because of illness and absenteeism for various reasons. Nevertheless the staff worked as a team to ensure that the work of the section did not suffer. This is evidenced in perusing their work programme which is below.

4.4.5.2

ITEMS	TARGET SET FOR THE YEAR	TARGET ACHIEVED	ANALYSIS OF SUCCESS/FAILURE
1.	Ensure incoming mail are routed	99% of mail were routed to the relevant Officers on time	Shortage of Staff
2.	Improvement in the General Filing	85%	Staff is still undergoing training - shortage of Staff
3.	Ensuring files are easily retrievable when needed by Officers		
4.	Transferral of files into Cabinet with file pockets	Completed	Easier retrieval. Neatness of files is better maintained
5.	Merging, Closing and Opening of files	Target Achieved	Target was achieved because the Training Officer and Registry Supervisor worked on Project
6.	Re-visiting General and Personal Index	General Index - 95% Personal Index - 90%	Because of shortage of Registry Staff Training Officer who is working on that Project was on leave
7.	All files dated before and up to 1985 were boxed off and sent to Castellani House for storage		

Ms. Sandra Hazel, Telephonist was reassigned to the Registry in April to alleviate the shortage of typists. Ms. Vanda Semple, Office Assistant was reclassified as a Typist Clerk in November and she joined the Registry also.

.4.5.3

OFFICE ASSISTANTS' POOL

Here again the staffing situation was below expectations in terms of attendance and punctuality. We began the year with the Senior Office Assistant and five Office Assistants. Mr. Floyd Whyte and Ms. Vanda Semple joined the staff on 1st June, 1995, and 19th September, 1995 respectively. However, by November Ms. Semple was transferred to the Central Registry as a Typist Clerk. All in all the Office Assistants made their contribution to ensure that the Administrative Division carried out its mandate.

.4.5.4

CLEANERS

The cleaners performed their duties in a creditable manner. As usual we had the exceptionally good ones and the few who had to be upbraided.

.4.5.5

GAZETTE SECTION

This Section continued its function of arranging for the printing of all notices in the Official Gazette, as well as the selling of the publications. Guyana Printers Ltd. was able to produce the document on time for most of the year. There were a few cases when members of the public who had paid for issues of the Gazettes did not receive them from the Printers and we had to assist in providing them with copies.

.4.5.6

During the latter quarter of the year the officer in the Gazette Room was absent on annual, maternity and no pay leave. That meant that the Administrative Assistant had to carry her duties.

.4.6

TELEPHONISTS

The telephonists performed their duties creditably and ensured that most telephone calls, whether they were for the President, other functionaries or junior staff, were handled promptly. During the year the switchboards which were acquired in 1981 began to malfunction and G.T & T. had to be called in on several occasions to rectify the faults. At one stage the technician was so frustrated, that he suggested we discard the switchboards because of their age and acquire new ones. It appeared as though the frequent power outages and low voltage took their toll on the aging boards.

4.4.7

MAINTENANCE DIVISION

4.4.7.1

This division was called upon to do routine maintenance works in the electrical and carpentry areas, as well as keep the grounds of the Office Complex and PSM locations clean. It did not live up to expectations as there was a noted lack of proper leadership and a high degree of malingering by staff members.

4.4.7.2

One clear area of poor performance was that of monitoring and advising on the quality of works to be done, as well as done by Contractors who did our major rehabilitation/repair works during the year. This failure resulted in the Office having to incur additional expenditure to effect works which were not properly planned or monitored, and remedy works badly done.

4.4.7.3

The Administration would be reshaping this Division in 1996 to ensure that it performs the tasks it is assigned.

4.4.7.4

Some of the activities done in 1995 were the following:

<u>LOCATION</u>	<u>NATURE OF WORK</u>
<u>VILLA, CASTELLANI COMPOUND</u>	Painting to internal walls Sanding and lacquer work to stairs Replacing of locks to main doors Replacing of broken window panes Replacing of blown bulbs and tubes
<u>POOL COMPLEX</u>	
Carpentry	Repair to doors and lock
	Install clock case and clock
Electrical	Install vacuum pump
<u>SECURITY BUILDING</u>	
Carpentry	Removing damaged Party walls and replace
<u>PLANT ROOM</u>	
Electrical	Replacing bulbs and tubes
Carpentry	Replacing missing louver panes
<u>CASTELLANI BUILDING</u>	
Electrical	Replacing blown bulbs and tubes

OFFICE COMPLEX

BUILDING "A"

Carpentry/Painting
and Joinery

Tiling to floor area
Painting to walls
Constructi timber walls
Changing of roof covering
Cleaning and replacing of carpet
Cleaning of walls and windows
Changing of locks and replacing new locks to doors

BUILDING "B"

Joinery
Carpentry
Electrical

Refurbishing of Office furniture
Changing of roof covers
Changing of damaged socket outlet
Changing of all damage bulbs and tubes
Changing of door locks

Carpentry

BUILDING "C"

Carpentry

Repair to back stairs
Repair to ceiling
Changing of roof covering
Replacing of damaged louvers and hook and eyes
Repair to party wall
Changing bad floor
Replacing of blown bulbs and tubes
Refurbishing of Office desk and cupboards

Electrical

Joinery

BUILDING "D"

Carpentry & Painting

Repair to ceiling
Painting ceiling and walls
Installing of door locks
Install louvre panes
Cleaning of room and polishing of floor area

BUILDING "E"

Carpentry

Repair to floor and cupboard
Tiling of floor
Repair to windows
Install fluorescent lamp
Changing of bulbs and tubes

Electrical

COMPOUND AND PATH

Labourers	Painting of driveway
Carpentry	Cutting of lawns
Carpentry	Coating of Flag Pole Stand
Carpentry	Changing of drain covers
	Cleaning of drains and weeds control

PSM DURBAN STREET

Carpentry	Construct compost
	Mending to stairs
	Install new door locks
	Construct timber fence
	Cutting of lawns

PSM WATERLOO STREET

Joinery	Refurbishing Office furniture
Painting	Painting internal walls
Carpentry	Renovate garage to House Buying Club
Carpentry	Repair broken gate and stairs to Guard Hut
Electrical	Repair lamps and replacing of tubes and bulbs

BIDFORD HOUSE

Carpentry	Replacing locks to doors and installing sliding door
-----------	--

STATE HOUSE

Carpentry	Repair floors and tili
	Repair windows, and replace new windows
	Changing damaged door locks
	Construct Switch Room
	Changing roof covering
Electrical	Changing all blown bulbs and tubes to building and Security Lighting

4.4.7.5 Some of the major maintenance and rehabilitation works which were done by Contractors in 1995 were:

- (a) Replacing damaged pipes, water pumps and tanks at State House and Castellani Compound.
- (b) Construction of a fence between the Villa and Castellani House.
- (c) General Servicing and repairing of air-condition units.
- (d) Extension of Building B of the Office Complex.
- (e) General rehabilitation works to Bidford House, and
- (f) Major electrical works at State House.

4.4.8 In terms of staff development in 1995, the following officers received training:

<u>NAME</u>	<u>COURSE</u>	<u>DURATION</u>	<u>VENUE</u>
Ms W. Dundas Administrative Assistant	Financial Management for Non-Accounting Supervisors	February 28	Public Service Management
Ms P. Barr Typist Clerk	Registry Management	Monday 13 - 14	"
Ms W. Dundas Administrative Assistant	Organizational Development	March 20 - 24	"
Ms S. Hazel Telephonist	English Language & Communication for the Office	June 28 - 29	"
Ms D. Softleigh Registry Supervisor	Degree in Public Management	1994 to present	University of Guyana
Ms M. Henry Typist/Clerk	Advanced Typewriting and English	January to December	Business School
Ms J. Sandy Canteen Supervisor (ag)	Elementary Cooking	September to December	Carnegie School of Home Economics
Ms K. Lewis Canteen Attendant	Cake Decorating and Pastry Making	April - July September - December	Carnegie School of Home Economics

FINANCE DIVISION

4.4.9

4.4.9.1

During the early part of the year the Accounts Division functioned without its full complement of staff and in addition, there were a few resignations. That hampered the work to a certain extent. However, in the latter part of the year additional staff was recruited which assisted the progress of work tremendously.

4.4.9.2

The Central Accounting Unit was responsible for the examination of Accounts of the Guyana Television and Broadcasting CORPORATION (GTV), Guyana Information Service (GIS) and additionally the Presidential Guards and Castellani Committee which came under the Office of the President from 1995. Also the Division prepared Remittances and Withdrawals for various organizations such as the Guyana Defence Force (GDF), Guyana National Service (GNS) and Guyana Water Authority etc., to do capital works.

4.4.9.3

Apart from their heavy schedule, Mrs. W. Blackett and Ms. J. Webster (**Chief Accountants**) and Mr. A. February (**Accountant**) of the Finance Division need to be commended for their invaluable inputs in the completion of a document entitled "**Guidelines For The Effective Operation of GTV's Accounting System**" which was prepared by the Office in June 1995, for the guidance of GTV's Accounting Staff.

4.4.9.4

Most routine activities were carried out satisfactorily and as scheduled. Bank Reconciliation of Head of the Presidential Secretariat's Ordinary Imprest Account Nos. 934 and 935 were brought up to date in 1995 but the main Bank Account No. 932 and salaries Account No. 933 were in arrears. However, a staff member was assigned in the latter part of the year to concentrate on bringing the accounts up to date. A schedule of main accounting activities in 1995 is shown below.

SCHEDULE OF ACCOUNTING ACTIVITIES IN 1995

PROGRAMME/ACTIVITIES	TARGET SET FOR THE YEAR	TARGET ACHIEVED FOR THE YEAR	ANALYSIS OF SUCCESS OR FAILURE
Releases, Withdrawals and Remittances	monthly	100%	
Submission of Statement of Expenditure to Secretary to the Treasury	To be submitted by the 7th day of the following month	100%	
Submission of Revenue statement	To be submitted by the 2nd working day of the following month	100%	
Submit employers Income Tax Returns (Forms 11) to Commissioner of Inland Revenue	To be submitted on or before 28th February	100%	
Submit employees Income Tax Returns to the Commissioner of Inland Revenue	Submitted on or before 30th April.	100%	
Submit quarterly Returns of Insurance Premia	Submitted on quarterly basis	100%	
Return of Revenue paid into Consolidated Fund Account	This is done daily	100%	
Maintaining Register of Deposit	This is done daily	100%	
Fund Reimbursement	This is done daily	100%	
Payment of salaries	Monthly	100%	salaries are paid in accordance with Accountant General's Circular.

PROGRAMME/ACTIVITIES	TARGET		
	TARGET SET FOR THE YEAR	ACHIEVED FOR THE YEAR	ANALYSIS OF SUCCESS OR FAILURE
Preparation of documents and application for payment of contributions to International Organisation	This is done quarterly	25%	Payments to International Organisations were freezed.
Reconciliation of Analysis of Revenue Accounts will Data Processing Print out	This is done monthly	Nil	Statements were not received from DPU, Ministry of Finance.
Reconciliation between Vote Account Book and Statement prepared by DPU, Ministry of Finance	This is done monthly	Nil	Statements were not received from DPU, Ministry of Finance.
Reconciliation of Imprest Accounts No. 934 and 935	This is done monthly	100%	
Reconciliation of Main Bank and Salaries Accounts Nos. 932 and 933	This is done monthly	Nil	Due to staffing problems resulted to accounts not being Reconciled.
Submission of collectors Cash Book statement	This is done monthly	100%	
Preparation of Annual Draft Estimates	Sept ~ Oct.	100%	Done in accordance with St Circular.

4.4.9.6 Some of the staff members in the Central Accounting Unit completed training courses and embarked on other studies in the various disciplines during the year.

- (a) Ms. A. Felix and Ms. R. Underwood, Accounts Clerks 11 have completed the Foundation Certificate in Accountancy (F.C.A) Course at the Georgetown Technical Institute.
- (b) Mr. K. Austin and Ms. S. Hackett, Accounts Clerks 11 have completed the Basic Certificate in Accountancy Course at the Georgetown Technical Institute (G.T.I).
- (c) Mrs. Jennifer Webster, Chief Accountant, is presently pursuing a degree in Accountancy at the University of Guyana (U.G.) which she should complete in 1996.
- (d) Mr. Reginald Brotherson, Assistant Secretary (F) (ag) is presently pursuing a Diploma in Tourism Studies at the University of Guyana.
- (e) Mr. Norbert Bess, Accounts Clerk 111 (ag) is on his final year to acquire a Diploma in Accountancy at the University of Guyana.
- (f) Mr. Andre Daziel and Ms. Jennifer Drakes, Clerks 111 (ag) are presently pursuing the Diploma in Accountancy at the University of Guyana (U.G.).

4.4.9.7 The staff members of the Central Accounting Unit have been sent on courses in Accountancy so that they may enhance their knowledge and be able to function effectively and efficiently in the Division.

4.4.10

THE STORES DIVISION

4.4.10.1

The Administration continued to focus on improving the operations of the Stores Unit during the year, but despite the many initiatives taken, there was a noted degree of failure in its performance. Failure to follow laid down guidelines resulted in the Stores not being properly managed. As a result some unexplained excesses and shortages of stock were discovered during a Stock Verification exercise conducted in 1995. Certain staff changes were effected to improve the Unit's performance and the findings of the Stock Verification exercise were sent to the Secretary to the Treasury for appropriate action to be taken. A Training Officer with considerable experience in storekeeping has been put to oversee its operations until adequate staff is recruited.

4.4.11

FIELD AUDIT DIVISION

4.4.11.1 Inventory and Stock Verification exercises were conducted by this division in the following areas: GTV, Northern and Southern Villas, General Stores, PSM (**Waterloo and Durban Streets**) Canteens, Swimming Pool and the Physiotherapy Dept. Discrepancies were highlighted in the reports prepared by the Field Audit staff and corrective actions suggested. Shortcomings were drawn to the attention of the supervisors of defaulting sections by the Division as well as the Chief Administrative Officer, in the interest of remedial actions being taken.

4.4.11.2 For almost four months of the year the three officers who perform the duties of stock verifier and report directly to the Field Auditor (ag), were hamstrung in the performance of their duties, because of the actions and unavailability of the latter. The Field Auditor (ag) who headed the section was absent due to illness, had his Office with the relevant files/documents locked, during that time and was overseas. While in the Country his contribution to the Unit was non-existent as he was away from the Office more often than not, so the workers had to be supervised by the CAO. The Field Officer subsequently proceeded on vacation leave overseas and did not resume duties.

4.4.11.3 The three officers should be commended for the work they did in 1995.

4.4.12

PERSONNEL DIVISION

4.4.12.1 Although the authorized staffing for this Division was ten (10) it operated with only seven (7) officers during 1995. The Principal Personnel Officer was assigned special duties in the Cabinet Secretariat with effect from September 1995, and the Senior Personnel Officer was appointed to act as Principal Personnel Officer. One Clerk 11 (G) was recruited to the Division during September 1995.

4.4.12.2 From the records kept by the Division, the following statistics for the year 1995 were noted:

	<u>O.P.</u>	<u>P.S.M.</u>
Authorized Staffing at 1st Jan. 1995	196	132
Authorized Staffing at 31st Dec. 1995	196	132
Positions Filled at 1st Jan. 1995	129	83
Positions Filled at 31st Dec. 1995	120	89
Recruitment	6	11
Resignation	8	3
Retirement	3	-

Dismissal	5	-
Transfer (in)	1	-
Transfer (out)	-	2
Number of persons trained	7	8
Time Lost through lateness	461 hrs 48 mins	439 hrs 51 mins
Sick leave utilized	1,291½ days	951 days
Number of persons who proceeded on vacation leave	126	76

4.4.12.3 Two officers in the Division increased their qualifications by obtaining passes in two subjects each at the C.X.C. examination. One officer commenced studies at University of Guyana in October 1995.

4.4.12.4 A review performance of the routine duties of the Division is shown below:-

TARGETS SET FOR THE YEAR	TARGET ACHIEVED	ANALYSIS OF SUCCESS OR FAILURE
Close monitoring of leave roster to ensure that staff applied for leave as indicated on roster	50%	On account of unforeseen circumstances, members of staff were forced to apply for leave outside what was indicated on the roster.
Record of all leave taken in leave register	100%	Some Supervisors did not submit reports when staff members were absent from duty.
Maintaining proper employees' and position records (e.g. staff list, record of service and time-keeping statistics)	100%	
Maintaining of records of new recruits, persons retired, dismissed, resigned or services terminated.	100%	
Training and staff development	100%	We were able to take advantage of local training courses that were conducted.
Processing of employee benefits	100%	The full support of the staff contributed to the success of this aspect of our Division's work programme.

4.4.12.5 The statistics shown above clearly told us that the Office still had a serious problem in terms of absenteeism through sick leave. Officers stayed away for a total of **2,242.5 days** as a result of sickness (**a lot of which was not genuine illness**). This figure was **97.5 days** more than the **2145 days** recorded in 1994.

4.4.12.6 There was also poor performance as shown by the punctuality statistics where the Office recorded the loss of **901 hrs 39 mins** as a result of lateness. While there were many genuine excuses offered by staff for their lateness, there is no doubt that with better efforts on their part, marked improvement could be noted in this area.

4.4.13 GUYANA INFORMATION SERVICES

4.4.13.1 GIS as currently constituted had two units, (**the Press and Information, and the Photographic Units**), but the two virtually operated as one since photographers were always assigned with Information Officers to cover assignments.

4.4.13.2 In 1995 the Press and Information Officer, as well as the photographic Unit provided the following services:-

- (a) assisted in the coverage of major government and national events by sending stories on a daily basis to National and International Mass Media agencies operating within Guyana;
- (b) gathered and disseminated development news relating to activities of Government Ministers, Ministries, Departments and Agencies;
- (c) covered all Presidential assignments;
- (d) organized Press Conferences for Ministries and Government Departments;
- (e) prepared weekly Bulletins of developmental news which were sent to Guyana's High Commissions, Embassies, Consulates and Guyanese constituencies abroad;
- (f) and as far as possible responded to information and photographic needs of the general public with regards to Government Policies and Programmes.

4.4.13.3 GIS was able to successfully resuscitate daily news releases and media contacts with the majority of media houses (**radio, newspaper and television**) in Guyana. In fact the media agencies have once again grown dependent on GIS for news on major Government projects and programmes. It also played the part of the "**pool reporter**" and source of photographs for interior visits by the President and Ministers of the Government.

4.4.13.4 GIS's Photographic Section played a central role in all State visits. A complete eighty-page album of colour and black and white photographs on each visit was presented to each visiting Head. GIS also organized and managed the media centre for each State visit in 1995.

4.4.13.5 An additional function which GIS undertook in 1995 was acting as the advertising agency for Government Ministries and Departments. After initial teething problems, this agency was able to effectively earn additional revenues because of the fifteen percent agency fee it received from the media houses for each of their advertisements prepared by GIS.

4.4.13.6 The major constraint for GIS during 1995 was an inadequate pool of Information Officers to adequately service the major objectives set out in Sections ~~above~~. There has however been a general recognition of the need to urgently increase the staffing of GIS and a process of recruitment of new staff is a first priority in 1996.

4.4.13.7 Another major constraint to GIS's ability to cover government projects, programmes and events, especially outside of the limits of Georgetown, has been lack of reliable transportation. The agency has had on the average two vehicles available to it throughout 1995, but they were constantly in and out of the workshop, primarily because of their poor state and age. In addition the two GIS drivers were involved in a total of four accidents during 1995, each accident resulting in GIS having to operate with a single vehicle for weeks at a time.

4.4.13.8 In summary, whilst GIS grew enormously in stature and in the services it provided during 1995, it is still only performing at a fraction of the level it needs to in order to justify its all-encompassing title of the "Guyana Information Services". Its current budget needs to be increased two fold so that it can establish, with adequate equipment, such needed sections as a publication and documentation unit; a television and radio unit; and a Regional unit - with Regional correspondents, living and working in the ten regions of Guyana. Generally, GIS should now be conceived of as an essential National Information and Communication Agency in its own right.

4.4.14

CASTELLANI HOUSE

4.4.14.1 During 1995 several art exhibitions featuring the works of Stanley Greaves, E.R. Borrowes, Phillip Moore and many other artists and agencies were held at Castellani House. Members of the public (both Guyanese and Foreigners) were able to examine the varying exhibits displayed.

4.4.14.2 There were organized tours by schools to the location during February, May and September and the general consensus that the students were very impressed with what they saw.

4.4.14.3 Some educational programmes which took the forms of symposia, panel discussions, lectures and video shows were successfully run on themes such as The use of timber in architecture in Guyana, Colour Symbols among the Amerindian peoples of Guyana, Martin Carter's Readings, Discourses in the Arts, etc. The public was invited to the activities and the response was overwhelming.

4.4.14.4 Approximately four hundred pupils from all of the Nursery Schools in Georgetown participated in the following four activities on the lawns of Castellani House:

- (a) drawing with crayons.
- (b) drawing and colouring a mural on the roadway around the building using chalk.
- (c) painting using poster paint, and
- (d) viewing a Child Art Exhibition.

4.4.15

PRESIDENTIAL GUARD

4.4.15.1 During 1995, the Presidential Guard Service was better institutionalized with its administration falling directly under the Office of the President. It provided comprehensive security services for both His Excellency and the Prime Minister during the year. No reports of attempts on the life or property of either leaders was recorded as the Guards discharged their responsibility adequately.

ANNUAL REPORT

1995

OFFICE OF THE PRESIDENT

(VOLUME II - PUBLIC SERVICE
MANAGEMENT)



CO-OPERATIVE REPUBLIC
OF GUYANA

5.0
DESCRIPTION
OF
DIVISIONS
AND
DEPARTMENTS

5.1

ADMINISTRATIVE SUPPORT SERVICES

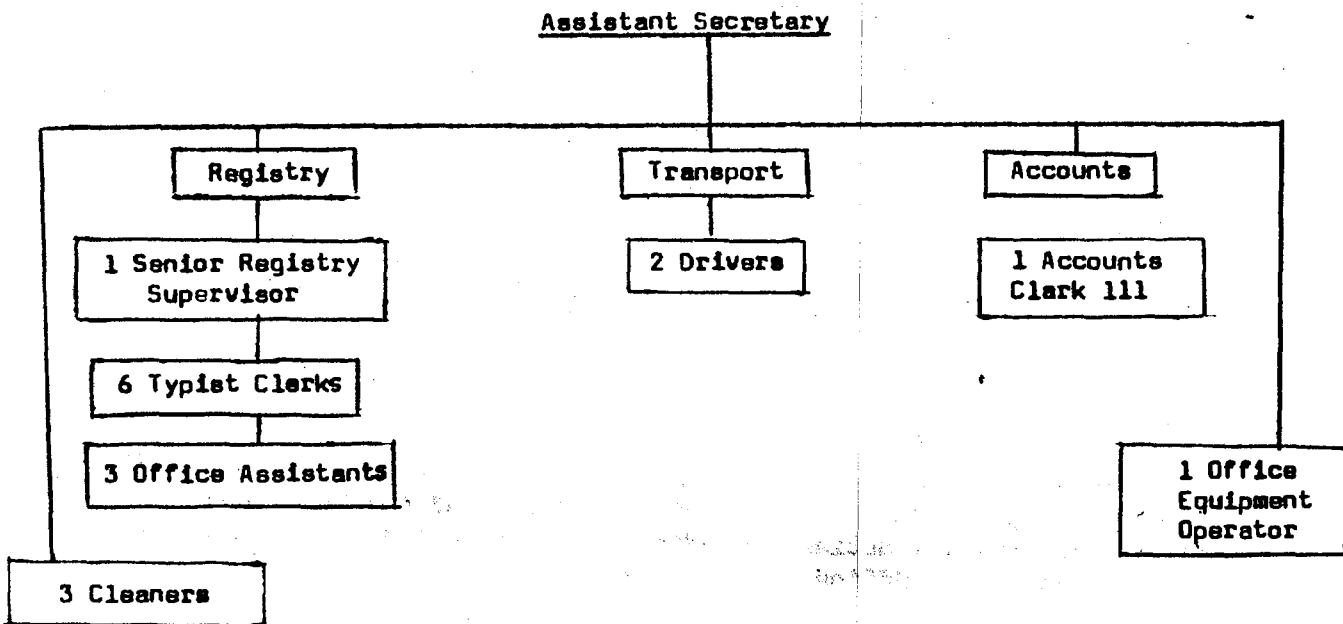
5.1.1

MISSION

Assist the Office of the President, Public Service Management in executing its programmes effectively by providing Office Management, Secretarial, Financial, Transport and Canteen Services .

5.1.2

ORGANIZATION STRUCTURE



5.1.3

DESCRIPTION OF DIVISION

5.1.3.1 The division functions as an arm of the Administrative Support Division of the Office of the President and operates as an institutionalised link that facilitates the effective functioning of all the divisions in the Ministry. Services are provided in the following areas.

- (i) Staff Development.
- (ii) Small and urgent disbursements.
- (iii) Typing and records management.
- (iv) Providing, installing and maintaining office furniture, equipment and physical facilities.
- (vii) Providing and supplying all officers with sanitation and stationery materials.
- (viii) Providing transportation and messangerial services.

5.1.3.2 The division is directly responsible to the Principal Assistant Secretary (General) within the Office of the President. However its day to day administration falls under the control of the Permanent Secretary, Public Service Management.

DESCRIPTION OF SECTIONS

1.4

OFFICE MANAGEMENT

This division is headed by an Assistant Secretary who is responsible for:-

- Supervising the Ministry's Accounts Section.
- Ensuring that the buildings are adequately maintained.
- Supervising the Registry.
- Providing transportation Services.
- Purchasing.
- Maintaining records.
- Ensuring that all office equipment are properly maintained.

5.1.4.2

REGISTRY

This section is headed by a Senior Registry Supervisor and is responsible for supervising the Registries within the Office of the President and providing Secretarial duties, including typing and filing. This section is also responsible for Office Assistant Services.

5.1.4.3

ACCOUNTING UNIT

This unit is responsible for operating a sub-imprest that is geared to provide funds for small and urgent expenses.

5

STAFFING

The actual staffing positions were as follows:-

POST	NO. IN ESTABLISHMENT	NO. FILLED	NO. ACTING	VACANCIES
Assistant Secretary	1	1	-	-
Senior Registry Supervisor	1	1	-	-
Accounts Clerk III	1	-	1	1
Drivers	2	1	-	1
Typist Clerk II/1	5	5	-	-
Office Assistant	3	3	-	-
Office Equipment Operator	1	-	1	1
Canteen Supervisor	1	1	-	-
Canteen Attendants	2	2	-	-
Cleaners	3	3	-	-
TOTAL	20	17	2	3

5.2 TRAINING AND DEVELOPMENT DIVISION

5.2.1 MISSION

To Assist Ministries, Departments and Regional Administrations in the Efficient and Effective Development and Utilisation of their Human Resources for the Implementation of Government Policies and Programmes.

5.2.2 General Overview

5.2.2.1 The Training and Development Division constitutes one of the four Divisions of the Public Service Management, Office of the President.

The Division is further divided into four Sections namely:-

- (a) Internal Training Section
- (b) Staff Development Section
- (c) Training Administration Section
- (c) Library Services Section

5.2.2.2 Consistent with its Mission Statement the Training and Development Division seeks to provide a wide range of training opportunities primarily to the Public Service, and to some extent to the Public and Private Sectors.

5.2.2.3 Training opportunities are provided at two levels, namely Local and Overseas.

5.2.2.4 Local Training

Local Training is provided at

- (a) Public Service Management,
Public Service Training Centre
- (b) In-House Training-Regional
Administrations and other
Government Departments as requested
- (c) The University of Guyana
- (d) The Government Technical Institute
Georgetown and the New Amsterdam
Technical Institute.

2.2.5 Overseas Training

2.2.5.1 At the overseas level training is done mainly through the Technical Assistance Schemes such as, the Commonwealth Fund for Technical Co-operation (C.F.T.C.), the Indian Technical and Economic Co-operation Programme (ITEC) and the British Technical Assistance (BTA), the Caribbean Development Bank (C.D.B.), the Netherlands Government and PAHO/WHO.

2.2.5.2 Being the country's Point of Contact with overseas training institutions and donor countries which support training initiatives, staff development programmes were granted to Public officers. The programmes were very useful and applicable to their work situation.

5.2.3 Staffing and Organization

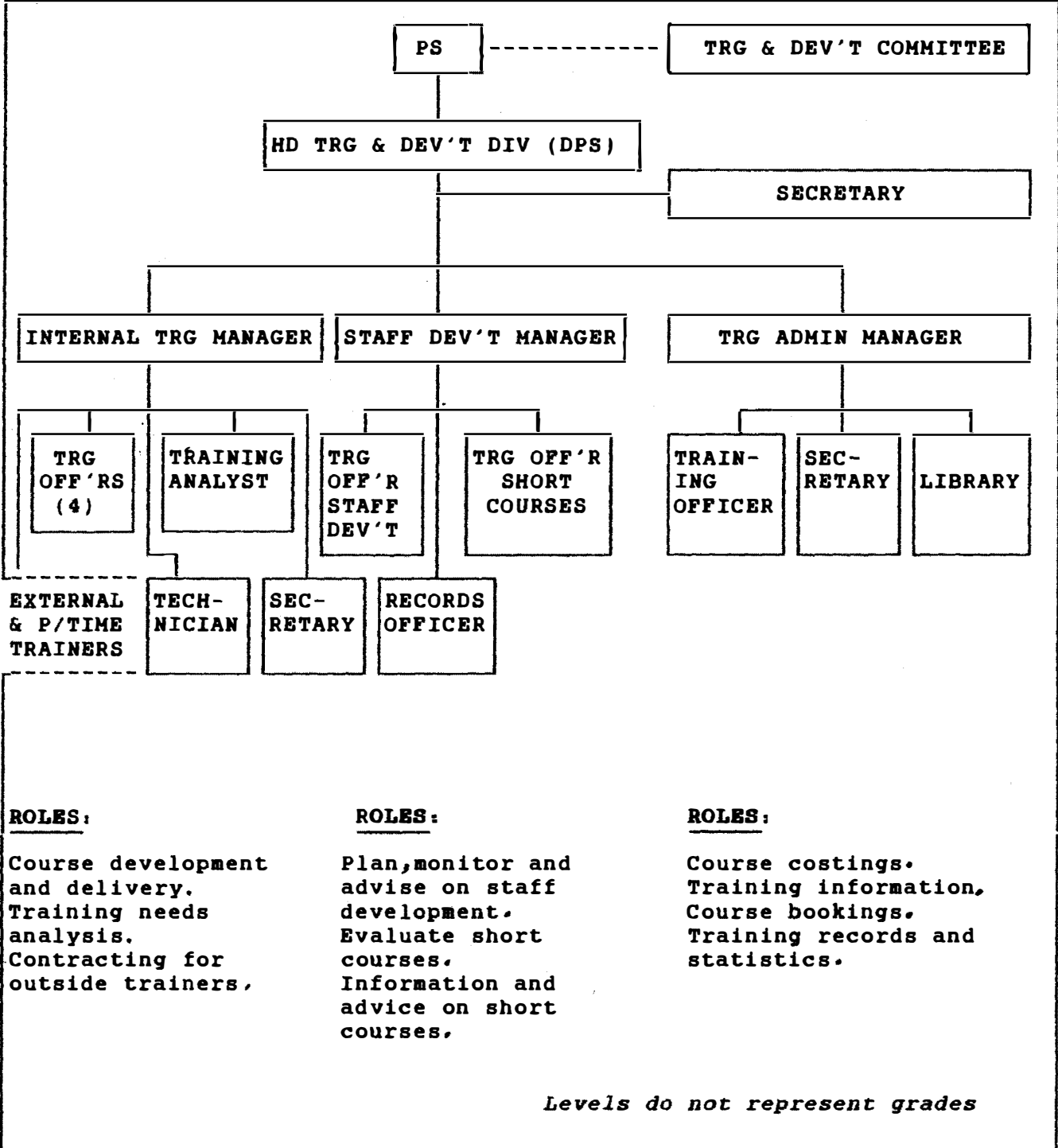
5.2.3.1 There was no change to the structure of the Division, however at the end of 1995 the Manager (ag), Staff Development Section continues to head the Training and Development Division.

5.2.3.2 In addition, the vacancy created by the dismissal of the Training Analyst in 1994 is still unfilled. Thus, at the end of the year there remained the following unfilled vacancies in the Division:

- (a) One (1) Training Officer,
Training Administration Section
- (b) One (1) Training Officer,
Staff Development Section
- (c) One (1) Training Analyst,
Internal Training Section
- (d) One (1) Manager,
Internal Training Section
- (e) One (1) Manager,
Staff Development Section
- (f) One (1) Statistical Records Clerk
Staff Development Section.
- (g) One (1) Secretary - Training
Administration Section.

5.2.4

**TRAINING AND DEVELOPMENT DIVISION-
STRUCTURE**



5.2.5**INTERNAL TRAINING SECTION****5.2.5.1 Objective:**

To deliver training programmes to Public Servants in such a manner that enables the acquisition of knowledge, skills and modification in attitudes and values for the efficient and effective delivery of services.

5.2.5.2 Description of Section:

The Internal Training Section has responsibility for the formulation, development and delivery of short supervisory and general clerical/administrative training courses.

5.2.5.3 Staffing

The functions of this Section were carried by the following staff:

Post	No. in Establishment	No. Filled	Vacancies
Manager, Internal Training	1	-	1
Training Officers	4	3	1
Training Technician	1	1	-
Training Analyst	1	-	1
Typist Clerk	1	-	1
TOTAL	8	4	4

5.2.5.4 This Section also utilised the services of Cadres/ part-time resource personnel as the objective circumstances dictated.

5.2.5.5 During the year 1995, the Typist/Clerk was transferred to the Registry by order of the Permanent Secretary, Office of the President, Public Service Management.

5.2.6 STAFF DEVELOPMENT SECTION5.2.6.1 Objective:

To plan, develop, manage and evaluate staff development activities across the Public Service.

5.2.6.2 Description of Section:

The Staff Development Section, has responsibility for the identification, design and evaluation of in-house training courses for the Public Sector. It also monitors Ministerial and Regional Training and Development Committees and processes nominations for short courses overseas.

Staff Position as at 31st December, 1995

Post	No. in Establishment	No. Filled	Vacancies
Manager, Staff Development	1	-	1
Training Officer, Staff Development	1	1	-
Training Officer, Short Courses	1	1	-
Records Officer	1	-	1
TOTAL	4	2	2

5.2.6.3 Central Training and Development Committee

The Central Training and Development Committee is responsible for the development and review of the Central Training Policy.

5.2.6.4 Ministerial and Regional Training and Development Committee

In order to further the objectives of training, Training and Development Committees were established in Ministries and Regions.

5.2.7

TRAINING ADMINISTRATION SECTION5.2.7.1 Objective:

- (1) To negotiate with external donor agencies sources of funding for the execution of Staff Development Training.
- (ii) To provide Administrative Support to the Internal Training and Staff Development Sections.

5.2.7.2 Description of Section

The Section is responsible for the long term forecasting and management of Staff Development Training in the Public Sector and wider Public Service through Donor Agencies and bi-lateral agreements with the Government of Guyana.

5.2.7.3 Staffing:

The Division has an Officer at the level of Manager with vacant positions for a Training Officer and a Secretary.

Post	No. in Establishment	No. Filled	Vacancies
Manager, Training Administration	1	1	-
Training Officer	1	-	1
Secretary	1	-	1
TOTAL	3	1	2

5.2.8

LIBRARY SERVICES SECTION5.2.8.1 Objective:

To provide a comprehensive coverage of material to reflect on the subject, scope and responsibilities of its parent body, Office of the President, Public Service Management and more particularly the training functions of the Training and Development Division.

5.2.8.2 Staffing

Post	No. in Establishment	No. Filled	Vacancies	Remarks
Library Manager	1	1	1	SAO (ag)
Librarian III	1	1	1	
Library Asst.	-	-	1	
Library Attendant	-	-	1	
TOTAL	2	2	2	

5.3 Scholarships Administration Division

5.3.1 MISSION

To ensure the provision of technical and professional specialist training at both the undergraduate and post-graduate levels, to satisfy national development priorities.

5.3.2 The Scholarships Administration Division comprises the following Sections:

- (1) Scholarships,
- (2) Placement and Contracts,
- (3) Planning and Analysis,
- (4) Finance and Administration,

5.3.2.1 with responsibilities as follows:

Scholarships: The Section leads the process of advertising scholarships, processing applications and preparing recommendations for selection, issuing joining instructions, rendering support to students during their awards, and monitoring student progress. The section is the principal point of contact for all potential and actual students from the time of application until their studies are completed.

5.3.2.2 Placement and Contracts: The Section ensures that selected award-holders receive and sign a contract which correctly reflects the terms of the award, before commencing their studies, and that appropriate copies are placed on file for reference on completion of their studies. The section helps students to find suitable positions in the Public Sector by acting as a broker between students and employment-opportunities. The Section also ensures that the trainees honour their obligation.

5.3.2.3 Planning and Analysis: The Section supports the process of developing policy and strategy for the scholarships activity as a whole, providing information and advice for the Head of Division, Permanent Secretary and the Training and Development Committee.

5.3.2.4 Finance and Administration: The Section assists the Scholarships Administration and Training and Development Divisions in executing their programmes efficiently and effectively by providing financial and administrative services.

5.3.3

STAFFING AT 31 DECEMBER 1995

POST	NUMBER IN ESTABLISHMENT	APPOINTED	TEMPORARY	VACANT
Head, Scholarships Administration	1	-	-	1
Secretary	1	-	-	1
Manager, Scholarships	1	-	-	1
Student Affairs Officer	8	2	1	5
Manager, Placement and Contracts	1	-	-	1
Contracts Officer	1	-	1	-
Placement Officer	2	-	1	1
Manager, Planning and Analysis	1	1	-	-
Training Analyst	1	-	1	-
Statistics and Records Officer	1	1	-	-
Research Assistant	1	-	1	-
Manager, Finance and Administration	1	1	-	-
Accounts Clerk III	1	1	-	-
Accounts Clerk II	1	1	-	-
Registry Supervisor	1	-	-	1
General Clerk	2	2	-	-
Typist/Clerk	4	3	1	-
Office Assistant	2	1	1	-
Cleaner	4	2	2	-

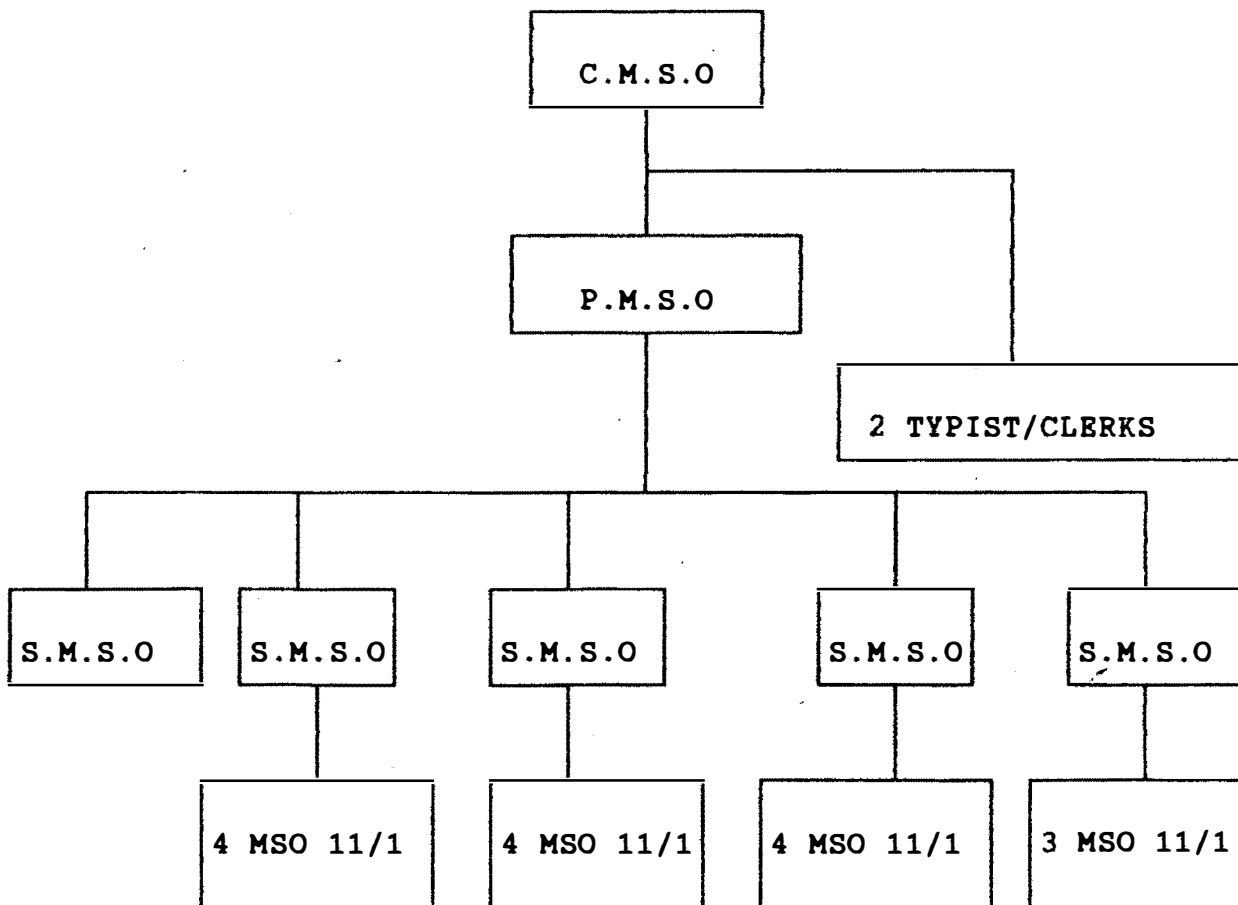
5 .4 MANAGEMENT SERVICES DIVISION

5 .4.1 MISSION STATEMENT

To provide a consultancy service to Ministries/Departments and Regional Administrations with a view to assisting them to operate efficiently and effectively.

5 .4.2 ORGANIZATION AND MANAGEMENT

5 .4.2.1 ORGANIZATIONAL STRUCTURE



5 .4.3

DESCRIPTION OF DIVISION

- 5 .4.3.1 The Management Services Division functions in a matrix style. Project teams are formed from the total pool of M.S.O s, matching their skills with the requirements of the particular project. This arrangement would usually exist for the duration of the Project.
- 5 .4.3.2 The Division's management group, comprising of the S.M.S.O s P.M.S.O and C.M.S.O, would have responsibility for identifying projects, establishing Terms of Reference, and evaluating projects. These activities would be in addition to normal responsibilities and would be executed periodically. All senior officers would also be expected to work on the assignments which they manage.
- 5 .4.3.3 The key tasks of the Division are:
- Review and design of structures.
 - Conduct management and operational audits to determine organizational effectiveness.
 - Analyse work methods and develop improved methods.
 - Develop work schedules for staff and equipment.
 - Develop records management systems and procedures.
 - Re-plan work areas, including offices and workshops.
 - Develop material stock control systems.
 - Evaluate the effects of each of the above.
 - Provide implementation support to the re-structured Ministries.
 - Research into areas/issues of Public Management practices in order to identify areas for Reform.

5 .5

CENTRAL PERSONNEL DIVISION

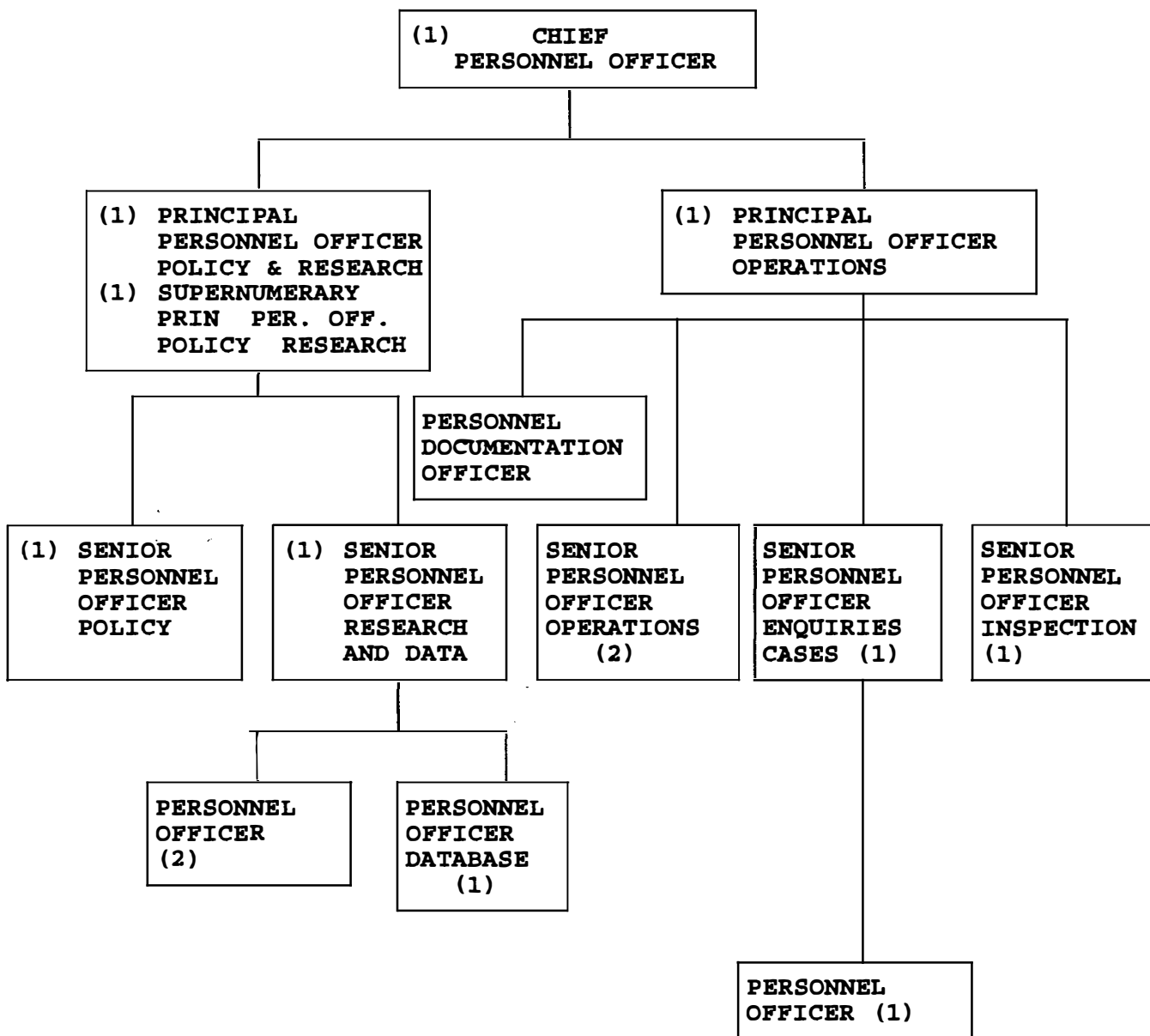
5 .5.1

Mission

The Central Personnel Division is responsible for establishment control, the introduction and maintenance of personnel systems and procedures, formulation, interpretation and implementation of policy on all aspects of conditions of service and liaison with the unions on public service issues.

5 .5.2 ORGANIZATION AND MANAGEMENT

5 .5.2.1 ORGANIZATIONAL CHART



TOTAL ESTABLISHMENT = 15

5.5.2.2 The staff position at the end of 1995 was as follows:

POST	AUTHORISED ESTABLISHMENT	ACTUAL POSTS FILLED	ACTING/ TEMPORARY APPOINTMENT	VACANCIES	REMARKS
CHIEF PERSONNEL OFFICER	1	-	1	1	1 PRINCIPAL PERSONNEL OFFICER ACTING
PRINCIPAL PERSONNEL OFFICER	2	2		-	
SUPERNUM- ERARY PRINCIPAL PERSONNEL OFFICER	1	1			
SENIOR PERSONNEL OFFICER	6	4	-	2	
PERSONNEL OFFICER II	4	-	1	4	1 CLERK II EMPLOYED AGAINST ONE PERSONNEL OFFICER POST IS ACTING PERSONNEL OFFICER II
PERSONNEL DOCUMENTA- TION OFFICER	1	-	-	1	-
TOTAL	15	7	2	8	SINCE ONE (1) PERSON FUNCTION- ED AGAINST ONE OF THE VACANT POSITIONS, ACTUAL STAFF- ING STRENGTH AMOUNTS TO 7+1 =8

5.5.2.3 The details of staff changes are listed below:-

TYPES OF CHANGES	NAME OF OFFICER	DESIGNATION	EFFECTIVE DATE OF CHANGE
RE-EMPLOYMENT	J. MC.CURDY	SENIOR PERSONNEL OFFICER	1995-10-02

5 .6 Description of Division

5 .6.1 The Central Personnel Division is divided into two (2) Sections to facilitate the execution of its responsibilities namely:-

(a) Policy Section

- developing and formulating policy submissions, including regular review and updating of personnel policies;
- carrying out surveys (e.g. on remuneration practice), analysing data and preparing reports to inform policy development and review;
- developing and maintaining database of Public Service Manpower, which will enable policy to reflect supply and demand factors more accurately;
- revising the Public Service Conditions of Service to increase recruitment and retention of able staff;
- revising and simplifying the Public Service Rules;
- preparing documentation on conditions of service and Public Service Rules for distribution to Personnel Divisions across the Public Service
- Liaison with the Public Service Commission;
- Communication and consultation with relevant unions;

5 .6.2

(b) Operations Section

- revising and simplifying personnel procedures to be operated by Personnel Division across the Public Service;
- preparing instructions and documentation covering the new personnel procedures with provision for regular updating;
- duplicating and distributing documentation on Conditions Of Service, Public Service Rules and Personnel Procedures as standard reference and guidance documents to all Personnel Divisions
- briefing all Personnel Divisions on the new procedures, and identifying their requirements for training in personnel management and administration, to be provided by Training Division

- providing advice and guidance to Personnel Divisions;
responding to enquiries on personnel matters and
processing cases not covered by the powers to be
delegated to individual ministries

5.6.3

CENTRAL PERSONNEL DIVISION (P.S.M.)

Basically, the task of this Division is to introduce appropriate conditions of service which ultimately improve the quality of life of Public Servants within the budgetary framework approved, and to develop personnel policies, procedures and systems which would lead to the standardisation of personnel practices in agencies.

In pursuit of the above during 1995, some of our proposed activities were completed while the finalisation of others was deferred. Some highlights of those completed were:

- Increase in advance to purchase protective clothing for those categories of workers who are eligible to seek this advance
- Increase in rates of advances to public officers to repair motor vehicles
- Increased advances for Public Servants for the purchase of means of transport for use on official duty and payment of increased travelling allowances
- Increased rates of subsistence and related allowances
- Increase in the rates of Refreshment Allowance payable to Public Servants who work overtime

The division also maintained an effective working relationship with the Management Services Division with respect to the provision of positions for Ministries/Department/Regions.

Our relationship with the Union officials was cordial. Meetings were held to discuss matters concerning public servants' welfare.

**6.0
SUMMARY
AND
REVIEW
OF
CURRENT YEAR'S
PROGRAMME**

6.1

ADMINISTRATIVE SUPPORT SERVICES DIVISION

6.1.1

SUMMARY AND REVIEW OF 1995 WORK

TARGET SET	TARGET ACHIEVED	ANALYSIS OR SUCCESS OR FAILURE
<p>Maintain at least a minimum of staff to carry out the operations of the Ministry.</p>	<p>The Administrative Division maintained 80% of its complement.</p>	<p>There was a heavy turnover of staff in the Administrative Division. Staff left for better wages and salaries.</p>
<p>Maintain an adequate supply of office and sanitation supplies.</p>	<p>Most requests were fulfilled.</p>	<p>Funds were unavailable at times.</p>
<p>Maintenance of office equipment.</p>	<p>All equipment was maintained in a satisfactory manner, except for the stand-by generator.</p>	<p>This was due to inadequate funds, and because of unscheduled outages, services were not always available.</p>
<p>Maintenance of Building</p>	<p>Satisfactory maintenance was carried out.</p>	<p>The maintenance department assisted in this exercise.</p>
<p>Energy Conservation.</p>	<p>Satisfactory conservation was maintained throughout the year.</p>	<p>Readings were not available but there was noticeable change to billings.</p>
<p>Maintain inventory of office furniture.</p>	<p>Satisfactorily maintained.</p>	<p>The internal audit department assisted in this exercise.</p>
<p>Prepare Budget for 1995.</p>	<p>Completed.</p>	
<p>Providing transportation and messengerial services.</p>	<p>50% of the requests were completed.</p>	<p>Most requests were not fulfilled because the vehicles suffered request break down.</p>

TARGET SET	TARGET ACHIEVED	ANALYSIS OF SUCCESS
To produce good and accurate typing	Satisfactorily Done	The quality of typing was of a high standard.
Maintenance of a reliable Records Filing System	90% Satisfactory.	Some cabinets were acquired last year, where non-current and current files were stored away. Molding of subject files and personal files was done.
Processing of Mail	Satisfactorily done.	
Maintenance of adequate supplies of stationery	Requests were fulfilled	Some items were not readily available.
Maintenance of Stamp Imprest	100%	Funds were readily available
Create a Personal File Index for Public Service Management (Training Division)	Completed	Assistance was given to the Registry Supervisor to create a Personal File Index.
Creating new filing indices. (Central Registry, Office of the President)	50% Completed	Typing of the indices had started but was not completed because of staff shortages. Two typists were on Maternity leave and no-pay leave respectively for the latter part of last year. The Project will be completed in 1996. The Senior Registry Supervisor also assisted the Training Officer (Registry) to file away non-current Personal files in cabinets.

TARGET SET	TARGET ACHIEVED	ANALYSIS OF SUCCESS
Training of Staff	Satisfactorily done.	On the job training was conducted for the Registry Staff in Registry Procedures, (on going). Staff were also rotated. The Registry Staff also participated in Training Courses conducted by the Internal Training Division, Office of the President, Public Service Management.

6.1.2 Recruitments:-

- (a) Ms. Karen Smith, Cleaner - 1995-02-20
- (b) Ms. Denise Hill, Typist Clerk 11 - 1995-03-01
- (c) Mr. Michael Davis, Office Assistant - 199-03-06
- (d) Ms. Shaundelle Yearwood, Accounts Clerk 11 - 1995-06-06
- (e) Ms. Gertrude Blue, Cleaner - 1995-07-04

6.1.3 Dismissals:-

- (a) Mr. Gavin Beaton, Driver - 1995-05-03
- (b) Ms. Karen Smith, Cleaner - 1995-05-25
- (c) Ms Natalie Smith, W.P.O. 11 - 1995-10-31.

6.1.4 Training Courses:-

- (1) Ms. Allison Hope, Typist Clerk 1, attended an Induction Orientation Course at Public Service Management's Training Division, with effect from 1995-02-20 to 1995-02-22, inclusive.
- (2) Ms. Claudine July, Typist Clerk 1, attended Training Courses on English Language and Communication for the Office with effect from 1995-02-14 to 1995-02-17, Registry Management in the Public Service with effect from 1995-03-13 to 1995-03-14, and Typing Techniques with effect from 1995-06-25 to 1995-06-29. These courses were conducted by Public Service Management's Training Division.
- (3) Ms. Karen Alexander, Typist Clerk 1, attended English for the Office Course at Public Service Management's Training Division with effect from 1995-06-26 to 1995-06-29, inclusive.
- (4) Mr. Michael Davis, Office Assistant, attended an Office Assistants' Course at Public Service Management's Training Course with effect from 1995-09-22 to 1995-09-23, inclusive.
- (5) Ms. Rhonda Godfrey, Typist Clerk 1, attended an Induction Orientation Course at Public Service Management's Training Division with effect from 1995-09-26 to 1995-09-28, inclusive.

6.2

SUMMARY AND REVIEW OF THE TRAINING AND DEVELOPMENT DIVISION

6.2.1

INTERNAL TRAINING DIVISION

6.2.2 **Target Set for 1995:**

The aim of this Section for 1995 was to provide training to upgrade the operational skills of six hundred and seventy (670) public officers in the Managerial, Secretarial and other areas of self development.

Four (4) Modular Programmes were offered leading to certificates.

Those Programmes were:-

- (a) Action Centred Supervision
- (b) Professional Secretarial Practice
- (c) Organizational Development
- (d) Training for Trainers.

6.2.2.1 **INTERNAL TRAINING - CENTRAL TRAINING PROGRAMMES**

Courses Planned (Training Courses Delivered and Attendance)

Name of Course	No. of Courses Planned	No. of Courses Executed	No. of Participants		Remarks
			Projected	Actual	
Induction/Orientation	3	3	60	77	
Trainer for Trainers	1	1	15	9	
Organizational Development	2	1	30	14	
Managing Meetings	2	1	30	10	
Effective Work Review	2	1	30	17	
Interpersonal Relations and Staff Conflict	2	2	30	34	
Registry Management in the Public Service	2	2	40	55	
Financial Management for Non-Accounting Supervisors	2	1	30	14	

Name of Course	No. of Courses Planned	No. of Courses Executed	No. of Participants		Remarks
			Projected	Actual	
Personnel Practice and Policy	2	2	30	25	
Accounting for Accounts Supervisors	2	2	30	23	
Counselling Skills for Supervisors	2	2	30	32	
Advanced Report Writing for Supervisors	2	1	30	10	
Occupational Health and Safety	1	1	15	12	
Office Assistants Seminar	2	1	40	24	
Basic Government Accounting Procedures	2	1	40	12	
English Language and Communication for the Office	2	2	40	52	
Professional Secretarial Practice	2	2	40	38	
Proficiency in Typewriting	2	2	40	30	
Customer Care/ Promoting the Right Image	1	1	20	18	
First Aid for the Office	1	1	20	12	
Action Centred Supervision	2	2	30	37	
TOTAL	39	32	670	555	

6.2.2.2 Requested Programmes

The Section has assisted the Staff Development Section in the execution of fifteen (15) requested training programmes from government agencies.

During the year the following Ministries and Regions made requests for training programmes:

Name of Courses	Agencies	No. of Courses	No. of Participants	Remarks
English Language and Communication for the Office	Ministry of Agriculture	1	22	
- do -	Min. of Education and Cultural Development.	1	24	
- do -	Ministry of Home Affairs	1	26	
- do -	Ministry of Finance	-	-	Cancelled
- do -	Min. of Trade, Tourism and Industry	1	18	
Customer Care	RDC- Region #6	1	25	
- do -	RDC- Region #2	1	16	
Supervisory Management	RDC- Region #6	1	13	
- do -	RDC- Region #2	1	18	
- do -	RDC- Region #7	1	10	
Report Writing	RDC- Region #6	1	38	
- do -	RDC- Region #2	1	32	

Name of Courses	Agencies	No. of Courses	No. of Participants	Remarks
Managing Meetings	RDC- Region #6	1	24	
- do -	RDC- Region #2	1	32	
Secretarial Practice	RDC- Region #2	1	18	
	TOTAL	15	332	

6.2.2.3 Special Programmes

The Office of the President, Public Service Management in collaboration with the Institute of Adult and Continuing Education conducted a training programme on Language and Communication.

6.2.2.3.1 The aim of the programme was to help Public Servants improve their oral and written language skill in order to enhance their performance within their organizations. It was envisaged that at the end of the programme, participants would be competent to write the 1995 CXC English A examination.

6.2.2.3.2 The programme commenced on May 26, 1994 with thirty three (33) participants.

Participants were selected from the following Ministries:

<u>Ministry</u>	<u>No. of Participants</u>
Ministry of Education	11
Ministry of Health	7
Ministry of Foreign Affairs	2
Ministry of Public Works, Communication & Regional Development	1
Office of the President/ Public Service Management	10
Ministry of Agriculture	2

6.2.2.3.3. In January 1995, ten (10) participants registered to write the CXC English A examination in June 1995.

The participants were:

<u>Name</u>	<u>Ministry</u>
Elizabeth Persaud	Ministry of Health
Sharon Halley	Office of the President, P.S.M.
Ewart Sampson	Office of the President
Nadira Tackoordeen	- do -
Ann Dyer	- do -
Lucinda Nurse	Ministry of Health
Nicola Johnson	- do -
Anne McLean	Ministry of Foreign Affairs
Wendy Moore	- do -
Zoeann Peters	Ministry of Agriculture

6.2.2.3.4 The Training programme officially concluded in June 1995 and the participants wrote the examination. In November, 1995, the Ministry of Education Examination Division released the following results to this Office:

<u>Name</u>	<u>Grade</u>
Ann Dyer	IV
Sharon Halley	III
Nicola Johnson	III
Anne McLean	III
Lucinda Nurse	IV
Elizabeth Persaud	II
Zoeann Peters	III
Ewart Sampson	III
Nadira Tackoordeen	IV
Wendy Moore	III

6.2.2.4 Training in Accountancy

As part of the work activities, the Section targeted to up-grade the skills of accounting personnel through the country, by sponsoring two (2) programmes at the Government Technical Institute and the New Amsterdam Technical Institute. Two hundred and forty-eight (248) persons were targeted to be trained at the Institutes in the Basic Certificate in Accounting and the Foundation Certificate in Accountancy programmes. The Section exposed one hundred and sixty-one (161) persons to its accountancy training programmes, thus achieving 64.9 percent of its target. This low percentage is as a result of not conducting the programmes at the New Amsterdam Technical Institute. This was so because of under-subscription to the programmes at the location.

Below is a breakdown:

6.2.2.4.1 G.T.I.'s F.C.A. programme

Projected	Actual		
	Completed Students	Commencing Students	Total
77	24	50	74

6.2.2.4.2 G.T.I.'s B.C.A. Programmes

Projected	Actual		
	Completed Students	Commencing Students	Total
79	24	53	77

6.2.2.5 Programmes Not Executed for the year ending 31st December, 1995.

These programmes were cancelled due to the under subscription of nominees:

<u>Name of Courses</u>	<u>No. of Courses</u>
Organization Development	1
Managing Meetings	1
Effective Work Review	1
Financial Management for Non-Accounting Supervisors	1
Advanced Report Writing for Supervisors	1
Basic Government Accounting Procedures	<u>1</u>
Total	<u>6</u>

6.2.2.6 The Internal Training Section had targeted training six hundred and seventy (670) public officers on its thirty-nine (39) central training programmes for the year 1995.

6.2.2.7 The Section has executed approximately 82.8% (i.e. 32 training courses), of its targeted thirty-nine (39) training courses for the period. Also the Section achieved approximately 82.8% (i.e. 535 trainees) of its targeted six hundred and seventy (670) trainees to be trained for the same period.

The 17.2% (i.e. 7 training courses) of the scheduled training courses were cancelled due to under-subscription of participants.

The Section has designed, developed and printed twenty-three (23) training programmes and several dozens of handouts.

Nine (9) training circulars were distributed to the various government organizations by the Section.

6.2.2.8 **Programme** The Internal Training Section assisted the Staff Development Unit in the coordinating of forty-eight (48) trainees of the Public Service Career Training/at the Auditor General's Department.

6.2.2.9 Course Evaluation

An evaluation of training impact survey was conducted.

The thirty-two (32) training programmes executed by the Internal Training Section had a positive impact in the development of the Public Service.

Both participants and supervisors were happy for being given the opportunity to pursue some kind of training and stated that there had been improvement in the trainees' performance, and were encouraged to implement what they had learnt.

6.2.2.10 A Review of the Internal Training Section's Work Programme 1995

Planned Activities	Objectives	Action	Duration	Remarks
38 Central Training Programmes	To provide public officers with the relevant skills, knowledge and attitude necessary for enhancing their job performance.	Plan, develop and execute the training programmes.	Jan. 26- Oct. 26	32 Training programmes were completed. 6 programmes were cancelled due to under-subscription of trainees.
1995 Calendar of Training Courses.	To inform the Ministries, Departments and Regions of the available training courses for the year.	Plan, develop, print and distribute the Calendar of Training Courses.	Jan - Feb.	Completed

Planned Activities	Objectives	Action	Duration	Remarks
Preparation of 1994 Annual Report	Review the areas of success and failures with a view to correct failures.	Compilation of Section's activities over the year.	Jan.	Completed
Meeting of the Accounting Advisory Committee Sub-selection Committee.	To select suitable and qualified applicants for the 1995/96 G.T.I. and N.A.T.I. Basic Certificate and Foundation Certificate and Accounting Programmes.		July	Completed
P.S.M/IACE English Language and Communication for the Office Programme.	To provide public officers with the relevant skills necessary for efficient and effective Communication in the Office.	Coordination	May '94 to June 1995	Completed
Preparation of 1996 Budget and Work Programme.	To inform the Management of the Section's proposed programme of work and its cost for 1996.		Sept.	Completed
Training in Accounting Programmes.	To provide accounting personnel within the public sector with the relevant skills and knowledge to function efficiently and effectively in the Accounting Units of the Public Sector.	Advertisement Processing of applications Launching of Programme	Jan - July " Aug.	Completed Completed

6.3

STAFF DEVELOPMENT SECTION

6.3.1 This section which has responsibility for the identification, design and evaluation of inhouse training courses for the Public Sector, also monitors Ministerial and Regional Training and Development Committees.

6.3.2 A Central Training and Development Committee comprising of senior Permanent Secretaries, U G's Vice-Chancellor, etc., was formed to identify and prioritise areas of training and development consistent with the

6.3.3 national development policies. [In order to further the objectives of training in their respective Ministries and Regions, Training and Development Committees were also established in Ministries and Regions, as shown below.

6.3.4 Ministerial Training & Development Committees:

Ministries	Status	Liaison Officer
Ministry of Agriculture	functioning	P.P.O.
Ministry of Education and Cultural Development	"	P.P.O.
Ministry of Home Affairs	"	P.P.O.
Ministry of Legal Affairs	"	A.S. Training
Ministry of Finance	"	P.P.O.
Office of the President	never inaugurated	-
Ministry of Public Works, Communication & Reg. Dev.	functioning	P.P.O.
Ministry of Health	not functioning	-
Ministry of Foreign Affairs	"	-
Ministry of Labour, Human Services & Social Security	functioning	P.P.O.
Ministry of Trade	"	P.P.O.

6.3.5 Regional Training and Development Committee:

Regions	Status	Liaison Officer
No. 1	Functioning	S.P.O.
No. 2	"	P.P.O.
No. 3	"	P.P.O.
No. 4	"	P.P.O.
No. 5	"	S.P.O.
No. 6	"	P.P.O.
No. 7	"	P.P.O.
No. 8	Never Inaugurated	-
No. 9	" "	-
No. 10	Functioning	S.P.O.

6.3.6 In the case of Office of the President's Training and Development Committee, the modality is still being addressed.

Regions No. 8 and 9 Training and Development Committees were never inaugurated merely due to logistical reasons.

6.3.7 Constraints

The Committees that were established were not functioning as effectively as they should. This situation was largely due to the absence of a training culture and thus institutional support and commitment to training was lacking. However, during the second half of 1995 there was a marked improvement in training activities initiated by Training and Development Division for Ministerial and Regional Administrations.

6.3.8 Training Programmes - Ministerial and Regional

Ministry/Region	Programme	No. of Participants	No. of Courses	Location	No. of Contact Hours
Ministry of Public Works, Comm. & Reg. Dev.	Government Accounting Procedures	20	1	Boardroom, Kingston	36
Ministry of Home Affairs	Typewriting, English and Communication,	18	2	G.R.O.	76
	Occupational Health and Safety	20	1	Secretariat	40
		46	2	N.R.C.	72
Ministry of Education and Cultural Development.	Customer Care	40	2	N.C.E.R.D	40
Ministry of Agric.	English and Communication	18	1	Boardroom	40
Ministry of Trade	English and Communication	18	1	Boardroom	40
Region No. 1 Barima/Waini	English and Communication, Supervisory Management, Managing Meetings,	22	1	Moruca	20
	English and Communication, Supervisory Management, Managing Meetings,	22	1	"	20
		22	1	"	8
	English and Communication, Supervisory Management, Managing Meetings,	24	1	Mabaruma	20
		24	1	"	20
		22	1	"	20
Region No. 2	Managing Meetings.	22	1	Anna Regina	108

Ministry/Region	Programme	No. of Participants	No. of Courses	Location	No. of Contact Hours
Pomeroon/	Supervisory Management	22	1	" "	20
Supenaam	Report Writing	22	1	" "	8
	English and Communication for the Office	22	1	" "	20
Region No. 3- Essequibo Island/West Demerara.	Report Writing	22	1	Boardroom	5
	Managing Meeting	21	1	"	
Region No. 6- East Berbice/ Corentyne	English and Communication	19	1		20
	Managing Meeting	24	1		9
	Supervisory Management	20	1		25
	Report Writing	20	1		5
Region No. 7- Mazaruni/Cuyuni	Induction/ Orientation	20	1		40
	Supervisory Management	15	1		40
	Report Writing	20	1		5
	Managing Meetings	20	1		8

6.3.9 No training activity was carried out by Staff Development Section in the following Ministries:

- a) The Ministry of Legal Affairs was undergoing restructuring.
- b) ~~The Ministries of Health, Labour, Human Services and Social Security, Office of the President, Public Service Management, and Finance had programmes structured but the lack of structural support prevented their implementation.~~

6.3.10 Impact of In-House Training in Ministries

A survey was conducted by means of a questionnaire to assess the impact of training on the eleven (11) Ministries. Three hundred and eleven (311) public officers were trained In-House.

The following were the findings:

1. 100% of those interviewed stated that programmes were relevant to their respective operational situation.
2. 80% percent of the trainees stated that they were allowed to apply what they learnt in their work situation.
3. 80% of the supervisors interviewed stated that there was improvement in the performances of those trained.

6.3.11 Short Courses Overseas:

The following list indicates those Ministries/Agencies that benefitted from Training Overseas in 1995:

Organisation	No. of Persons	Course	Country	Duration	Sponsor
Min. of Health	2	Masters in Health Science	Jamaica	1 year	PAHO
	1	Health Educ.	Jamaica	14 mths	UNFPA
	2	Lab diagnosis of Diseases	Trinidad & Tobago	1 week	GOG
	1	Condom Logistics Workshop	Barbados	1 week	PAHO

Organization	No. of Persons	Course	Country	Duration	Sponsor
Min. of Health Cont'd	1	Anaerobic Bacteriology	St. Vincent	1 week	I.D.B.
	2	Masters in Public Health	Colombia	18 mths	Colombia
Min. of Finance	1	Project Management	Barbados	3 mths	C.D.B.
	2	Regional Workshop	St. Vincent	3 days	C.D.B.
G.T.V	1	Television Production	Japan	3 mths	J.I.C.A.
Min. of Foreign Affairs	2	Latin America & Caribbean in the World Order	Chile	3 weeks	O.A.S.
	1	Diplomatic	India	6 weeks	I.T.E.C.
Auditor General	3	Audit Management and Supervision	St. Vincent	1 week	I.D.B.
Min. of Reg. Development	2	Small Industry Promotion	India	8 weeks	I.T.E.C.
Bureau of Standards	2	Standardisation and Quality	India	3 mths	I.T.E.C.
Office of the President	2	News Agency Journalism	India	6 mths	I.T.E.C.

6.3.12

A REVIEW OF THE STAFF DEVELOPMENT SECTION'S
WORK PROGRAMME 1995

Activities	Objectives	Remarks
Meeting of Staff	<p>To assess the impact of Training Activities carried out in 1995.</p> <p>To re-work strategies for the implementation of training activities for Staff Development through the Public Service and Regional Administrations.</p>	Completed
Preparation of 1994 Annual Report	<p>To highlight the achievements and review the Division's performances.</p> <p>To recommend suitable inputs for the continual strengthening of future programmes.</p>	Completed
Planning and designing of Ministerial and Regional training programmes for 1995	<p>To focus on the training needs of the Ministries and Regions and to implement training activities systematically.</p>	Completed
Implement In-House ^{Training} in all the Ministries	<p>To expose participants to specific training programmes relevant to their training needs.</p>	Completed at Ministries of Education, Works, Trade, Home Affairs, Agriculture and Legal Affairs.
Advertise the sponsorship of programmes at the University of Guyana.	<p>To facilitate the training of identified Public Servants in specific areas.</p>	Completed

Activities	Objectives	Remarks
Visit to Region No. 9, 1, 7, 6, 4, 10, 3, and 2	To implement training programmes to cater for needs and as a follow-up to the programme began in 1995.	Completed
Evaluate training programme.	To assess the strengths and weaknesses of the programme.	Completed
Preparation of Work Programme for 1996	To systematise the implementation of the Section's training activities.	Completed
Evaluation of Staff Development Activities.	To measure the impact of training relevant to objectives.	Completed
Advertising Short Courses	To disseminate as wide as possible short courses available.	Completed

6.4

TRAINING ADMINISTRATION SECTION6.4.1 Overseas Training Awards.

The Division received and processed awards listed hereunder over the period under review:

Target Set	Target Achieved		Analysis of Success or Failure
	Schemes	No. of Awards Offered	
A total of forty prospective students were targeted to proceed on training through Annual Technical Assistance Schemes Overseas.	I.T.E.C	10	The section processed 31 out of the 40 projected awards.
	C.F.T.C.	2	
	I.D.B.	3	Short falls were as a result of a change of directions of Donor Agencies in terms of training priorities, budgetary cuts in some instances and the tardy response from local agencies with regards to nominations.
	C.D.B.	1	
	U.N.D.P.	1	
	O.A.S.	1	
	Netherlands Government	1	
	PAHO/WHO	5	
	Japan Government	4	
	CFRAM	1	
	Guyana/Colombia Joint Commission	2	
Total	31		

6.4.2 Public Service Career Training Programme

In an effort to address the critical vacancies at the

- a) Customs and Excise Department
- b) Inland Revenue Department
- c) Accountant General's Department and
- d) Auditor General's Department

the Training and Development Division initiated the Public Service Career Training Programme in February 1995. Forty eight (48) entries to the Public Service were selected to pursue a one (1) year programmed work study attachment at the above stated departments on a three months rotation basis. On the successful completion of the training which is scheduled for February 1996, the Trainees will be considered for employment in one of the four Departments by the Public Service Commission.

6.4.3 Commonwealth Fund for Technical Co-operation (C.F.T.C.)

6.4.3.1 Mr. Sam Njie, Senior Programme Officer, Management Training Services Division of the Commonwealth Secretariat (C.F.T.C.) made an official visit to Guyana. Hosted by the Office of the President, Public Service Management, he held discussions with a number of agencies which are in receipt of awards by the Commonwealth Fund for Technical Cooperation.

6.4.3.2 Mr. Njie's main purpose for visiting Guyana as outlined in his request to this Ministry, was to establish contact and discuss important issues as they relate to Management Training Services Division's provision of training and sponsorship, together with an exploration of ideas in order to provide a streamlined and efficient service to governments and scholars.

6.4.3.3 Discussions were held with the following agencies - Minister and Permanent Secretary, Office of the President, Public Service Management, Guyana Management Institute, Institute of Adult and Continuing Education, Women's Affairs Bureau, Regional Educational Programme for Animal Health Assistants, Consultative Association for Guyanese Industry and Caricom Officials.

6.4.3.4 The general objective focused on C.F.T.C.'S new initiative for intra-regional training, and encouraging a greater majority of short term, medium term, staff development and mid career specialist type training, Work attachments were also stressed.

6.4.3.5 The M.T.S.D. Division is quite interested in the establishment of new projects in the Caribbean and as such the new plan on stream provides a wider scope to underdeveloped countries. This plan offers three categories of funding:-

- a) The Block Grant
- b) Regional Funding Budget
- c) Country Programmes.

- a) Block Grant - This grant is offered mainly to fledgling institutions over a three year period. It is geared to allow the institution to develop and become self sufficient by the end of this period eg., REPAHA, UG, GSA.
- b) Regional Funding Budget - This is a single grant which can be utilised by any single institution to promote intra-regional participation for conducting seminars, workshops, etc. Also incorporated in this plan is the facility to provide experts in cases of severe need to conduct in-country training programmes.
- c) Country Programme Budget - This programme refers to the existing Annual Scholarship Grant from which Guyana usually benefits.

6.4.3.6 Discussions were held with agencies on C.F.T.C's new plan and how these agencies fit into it and the establishment of a better organized communication link between the agency and the point of contact (PSM).

6.4.3.7 Dr. Anne Hudson, Professor in International Education, was referred to this Office by C.F.T.C., since she was conducting a study of Higher Education in the Caribbean, Her purpose, to establish the consistency of training offers to Guyana annually.

6.4.4 Courtesy Week Seminar

As part of the contribution to National Courtesy Week, the Training and Development Division organized a three (3) day workshop for employees in the Public Service/Public Sector. The aim of the workshop was "To sensitise frontline staff to the high standard of courtesy that is required in their day to day encounter with the public."

The Training Administration Section was actively involved in the preparation for the realisation of this workshop. A total of ten (10) persons benefitted from lectures and discussions.

6.4.5 Other Activities:

Generally, Training Administration Section provided Administrative Support to the Staff Development and Internal Training Sections by costing training activities, circulating information on training and development programmes, facilitating the departure of nominees for overseas courses, providing physical arrangements for the counting of training programmes and maintaining overall records of training activities during 1995.

6.5

LIBRARY SERVICES SECTION

Key Areas	Target Set	Target Achieved	Remarks
Publication in Public Sector Administration	Obtain through purchase and gifts	Eight (8) publications were purchased locally and accessioned.	Submission made to purchase (8) eight text books from overseas. Submission still awaiting Permanent Secretary's approval.
	Review subscription to current periodical.	Notices were sent out requesting invoices for the new year.	Three (3) replies were received to date.
Provision for a system for unrestricted access to and effective utilisation of material	Catalogue and classify new publication.		Done
	Grant library membership to eligible members	At 31st December, 1995 a total of eighteen (18) persons were granted membership and 1768 persons utilised the library. Loans comprised of 675 books and 12 periodicals.	Done
	Provide photocopying services to the Division as well as members of the public.	A total of \$4,800 was collected as at 31/12/95 for photocopying.	At present the machine is out of toner.

Key Areas	Target Set	Target Achieved	Remarks
Undertake stock retention measures	Recover overdue materials and collect fines.	Fines collected for period September to December totalled \$408.00.	Two lecturers attached to FCA and BCA programme have not returned books lent for classroom use despite notices sent to them. Overdue notices are being prepared to be sent to staff and other members of the library who have overdue books.
Employ stock preservation measures	A total of eight books have been taken off the shelf to be sent to the binders.		Subject to money available to pay binders.

6.6

SCHOLARSHIPS ADMINISTRATION DIVISION

6.6.1

Key Areas/ Objectives	Targets Set	Targets Achieved	Remarks
SCHOLARSHIPS			
1. Update priority areas for training.	1) Ascertain priority areas for training in 1995/96 (local) and 1996/97 (overseas).	This activity was completed.	
Select suitable candidates for available scholarships.	1) Establish number of overseas scholarships available, advertise and select nominees.	Four (4) U.K. and five (5) Canadian Commonwealth Awards for 1996/97 were offered. Nine (9) persons were nominated. Five applications for Cuban Awards for 1995/96 were submitted and three (3) persons were selected by the Cuban authorities.	Applications Received: UK - 20 Canada - 22 Cuba - 11
	2) Advertise G.O.G awards for Scholarships to U.G. for 1995/96.	79 applications were received.	
	3) Record and categorise all applications received.	All applications were categorised.	
	4) Acknowledge receipt of applications.	All applications were acknowledged	
	5) Develop interview schedules	Interview schedules were prepared	

Key Areas/ Objectives	Targets Set	Targets Achieved	Remarks
<u>SCHOLARSHIPS</u> <u>CONT'D</u>	6) Conduct inter-views and select candidates.	Twenty three (23) medical students were interviewed but no selection was made up to the end of 1995. No other interviews were conducted.	
	7) Submit recommended list for approval.	No recommendation was submitted.	
	8) Process and prepare selected applicants for their studies.	Processed seven (7) Overseas Awards for the year 1995/96 U.K. - 4 Cuba - 3	
3. Monitor the progress of Award holders.	1. Prepare students register.	Completed	
	2. Liaise with students, Missions and Institutions where applicable re the welfare of students.	Timely information was not received on all students. This section served 129 commencing/continuing students: A breakdown follows.	The absence of SAO's in some Missions especially Brazil and Russia made it difficult to monitor students.

6.6.2 The Scholarships section processed/served 129 commencing/continuing students as follows:

- i) Local - 54
- ii) Overseas - 75

A breakdown by country including Guyana is as follows:

<u>Overseas</u>	<u>Commencing</u>	<u>Continuing</u>	<u>Total</u>
Brazil		23	23
Barbados		1	1
Canada		16	16
Germany		1	1
Trinidad		7	7
CIS		10	10
United Kingdom	4	10	14
U.S.A.		2	2
Venezuela		1	1
<u>Local</u>			
U.G.		48	48
G.S.A.		3	3
REPAHA		3	3

We also served two students from Lesotho who are continuing studies at the University of Guyana.

6.6.3

Key Areas/ Objectives	Targets Set	Targets Achieved	Remarks
<u>PLANNING AND ANALYSIS</u>			
1. Analyse the effectiveness of Training priorities.	1 Identify strategies for determining Government's training priorities.	As a result of the introduction of fees at the University of Guyana a decision was taken by Government to sponsor those Public Servants who were already pursuing studies at the University.	This sponsorship scheme was de-activated
	2 Analyse offers of training received	Where new offers of training were received these were analysed by the section.	
	3. Offer Career guidance to secondary school students.	This was done with the fifth and sixth form students of Queens College and the fourth and fifth form students of Richard Ishmael.	
	4. Provide training by radio service in relation to scholarships operations.	This activity did not take place.	
	5. Research breaches of students, home and abroad.	The section continually dealt with such matters as they arose.	

Key Areas/ Objectives	Targets Set	Targets Achieved	Remarks
<p>Unplanned Work</p>	<p>Update Immigration list.</p> <p>Assist Scholarships Section in sending out letters for interviews</p> <p>Update yellow cards</p> <p>Update IDB students' files</p> <p>Update record of persons who did not return.</p> <p>Update list of persons who returned home and had to be placed</p> <p>Prepare data on persons who did environmental studies</p>	<p>This was done</p> <p>This was done</p> <p>This was done</p> <p>This was done</p> <p>This was done</p> <p>This was done</p> <p>This was done</p> <p>This was done</p>	
<p>6.6.4</p> <p><u>PLACEMENT AND CONTRACTS</u></p>	<p>1. Obtain reports on who</p> <ul style="list-style-type: none"> - have not returned as scheduled - are expected to graduate in 1995. 	<p>Reports are to be obtained from the Scholarships Section</p> <p>Sixty four (64) persons were expected to graduate. To date only twenty six (26) persons have graduated and returned home.</p>	<p>The section continued to experience difficulty in placing graduates at Government agencies because of low wages. In some cases we have had to threaten</p>
<p>1. Ensure that all Government sponsored graduates are placed where their skills may be adequately utilised</p>			

Key Areas/ Objectives	Targets Set	Targets Achieved	Remarks
		<p>Twenty two (22) persons were placed in jobs. Four are still awaiting placement. One trainee who was placed has since been retrenched.</p>	<p>persons with legal action in order to get them to take up jobs in the Government. In other cases some agencies took a very long time to make employment decisions.</p>
	<p>2. Prepare and circulate to agencies List of Students expected to graduate in 1995.</p>	<p>A list was sent to the various Ministries/Departments by way of circular memorandum</p>	
	<p>3. Issue letters to perspective graduates - requesting information on courses taken - reminding them of their obligation to report to Office of the President.</p>	<p>This was done where applicable</p>	
	<p>4. Review placement policy</p>	<p>This was not done</p>	<p>To be pursued in 1996</p>
	<p>5. Review placement procedures</p>	<p>This was not done</p>	<p>To be pursued in 1996</p>

Key Areas/ Objectives	Targets Set	Targets Achieved	Remarks
<p><u>PLACEMENT AND CONTRACTS CONT'D</u></p> <p>2. Ensure that all Government sponsored graduates discharge their obligations</p>	6. Arrange interviews (where applicable) for persons expected to graduate	This was not done due to staff shortage	
	7. Monitor the recruitment of graduates with prospective employers	This was an on going exercise	
	8. Visit agencies to assess utilisation of trainees' skills	This was done when applicable	
	1. Review systems to monitor the travel of bonded trainees	This was done	
	2. Maintain records of bonded trainees and abscondees	This information is being computerised and the activity is ongoing	
	3. Submit cases of breach of agreement to the Solicitors for Advice/Legal action	As cases arose these were sent to the Solicitor General for advice/legal action	
	4. Examine proposals for pro-rata repayment of cost of training	No further work was done on this	To be pursued in 1996

6.6.5

Key Areas/ Objectives	Targets Set	Targets Achieved	Remarks
<p><u>FINANCE AND ADMINISTRATION</u></p>			
<p>1. Finance</p>			
<p>Monitor the budgets of the Scholarships Admin. and Training and Development Divisions, and provide financial support service.</p>	<p>1) Prepare Cash Flow for 1995 Budget.</p> <p>2) Maintain cost centres.</p> <p>3) Maintain file on (ITDF) Computer transactions.</p> <p>4) Maintain accounts for overseas missions and international organizations.</p> <p>5) Prepare monthly statements of expenditure</p> <p>6) Computerise students' register</p> <p>7) Maintain Cost of Training Requests Register.</p> <p>8) Prepare Costs of Training</p> <p>9) Reconcile ITDC with Cost Centres.</p>	<p>Completed</p> <p>Maintained</p> <p>Maintained</p> <p>Maintained</p> <p>Completed</p> <p>100% completed</p> <p>Maintained</p> <p>30 completed</p> <p>Completed</p>	<p>10 to be completed in 1996</p>

Key Areas/ Objectives	Targets Set	Targets Achieved	Remarks
<u>FINANCE AND ADMIN. CONT'D</u>	11) Prepare budget for 1996.	Completed	
2. Registry	1) Maintain steady output of good typing.	The quality of typing was good.	
	2) Maintain proper records.	Satisfactorily done.	Improvement is being adversely affected by lack of space. The quality of file jackets available now is very poor.
	3) Process mail efficiently	Satisfactorily done.	
	4) Maintain adequate supply of stationery	Adequacy maintained.	
	5) Provide proper messengerial service.	This service was satisfactory	
3. General Office Management	1) Process Leave applications.	Completed	
	2) Circulate staff notices.	Notices were circulated.	
	3) Record and monitor punctuality.	Punctuality was recorded and monitored.	

Key Areas/ Objectives	Targets Set	Targets Achieved	Remarks
<u>FINANCE AND ADMINISTRATION</u> <u>CONT'D</u>	4) Maintain building and compound. 5) Maintain Staff Inventory 6) Maintain Inventory for office furniture and equipment. 7) Procure office supplies and maintain adequacy. 8) Prepare work programme for 1996.	Maintained 90% up to date Maintained Completed Completed	

6.7

MANAGEMENT SERVICES DIVISION

6.7.1

SUMMARY AND REVIEW OF WORK PROGRAMME

<u>TARGET SET</u>	<u>TARGET ACHIEVED</u>	<u>ANALYSIS OF SUCCESS/FAILURE</u>
1. Updating 24 procedures in the report on Registry Reforms in the Public Service.	Drafts completed	Drafts to be checked and finalised.
2. Monitor the submission of 1994 Annual Reports across the Service.	In process	Reports from the respective agencies are coming in very slowly. Reminders were sent to defaulting entities.
3. Review of Security Unit of the Ministry of Home Affairs.	Completed	-
4. Rationalisation of Econ. functions of Finance, Trade and Foreign Affairs.	Completed	-
5. Review of National Frequency Mgt. Unit	Completed	-
6. Review of the Admin. Support Div. OP.	Completed	
7. GAHEF/Min. of Health merger:- - structure	In progress	Awaiting response from the MOH re- memo sent by PSM.
8. Ministry of Labour - Review of Social Services Division.	Draft report completed	Report sent to client for comments, if any. Awaiting response for final report.
9. Proposed merger of Protocol functions OP/Min. of For. Aff	Completed	Submitted to Minister.

- | | | |
|--|---|---|
| 10. Publication of Bulletin | The bulletin was originally an MSD effort. Suggestions were mooted to have the bulletin be a 'Public Service' effort. This new approach envisaged assistance from the GIS. This has not been finalised due to the inability of the Head of this Unit to meet with us due to his work pressure. A positional paper has been sent to the PS re- MSD's future role in the production of this bulletin. | |
| 11. Transportation Management system study. | Completed | Report submitted to Minister. |
| 12. Review of relationships re- Health, Region 3 | Completed | |
| 13. Establish Registry- Guyana Export Promotion Council. | Incomplete | Project on hold. Agency to recruit required staff. |
| 14. Review of T &HD | In progress | Project delayed due to protracted illness of a team member. A new work plan has been developed and the project should be completed by the projected date. |
| 15. Review of the Palms. | Draft completed | Submitted to client for comments prior to preparation of final report. |
| 16. Review of stores- Min. of Education | In progress | Draft being prepared. |
| 17. Review of Security, Gateman functions. West Dem.Reg.Hosp. (Communications) | Completed | - |
| 18. Establishment of Mechanical Unit. Min. of Pub. Works. | Completed | - |

- | | | |
|---|----------------|--|
| 19. Review of the Chambers of the Dir.Pub.Pros(DPP) | Completed | - |
| 20. Establishment of Sub-Region. Min. of Pub. Wks., Comms. & Reg. Dev. (Region No. 1) | Completed | - |
| 21. Transfer of Hydraulics/ Sea Defence from Agri. to Min. of Pub. Works. | 60% completed. | Legal amendments and assets transfer including vehicle registration are matters outstanding. |
| 22. GMI | Completed | Report submitted to Minister. |

6.7.2 STAFF DEVELOPMENT

No member of staff attended any Training Course for the period under review.

CONTINUING

NAME	SPONSORED COURSES	DURATION	REMARKS
1. Linden Prince	Dip.of Pub.Admin. (UG)	2 years '93- ?	on leave from UG.

COMPLETED

1. Ms. L. Parris	Univ. of Aston MSc, Pub.Sec.Mgnt.	1 year	Completed.
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6.7.3 STAFFING

A. The Division started the year with an approved establishment of twenty-four (24) posts. These included two clerical positions.

The actual staffing as at 31/12/1995 is depicted in the Table below.

POST	AUTHORISED EST'LMENT	ACTUAL	SUBS.	ACTING/ TEMPORARY	VACANCIES
C.M.S.O	1	1	1	-	-
P.M.S.O	1	-	-	-	1
S.M.S.O	5	3	2	1	2
M.S.O 11/1	15	6	3	3	9
TYPIST/ CLERK	2	-	-	-	2
	24	10	6	4	14

B. Recruitment
Nil

C. Transfers in
Nil

D. Transfers out
Nil

E. Promotions
Mr. Linden Prince was promoted to MSO II W.E.F 1/8/94.
Ms. Veronica Clarke was promoted to SMSO W.E.F 1/1/94.

F. Resignations

Mr. Nestor Baptiste resigned W.E.F 19/2/95.

Mr. Richard Morris resigned W.E.F 1/11/95.

G. Dismissals

Nil

6.7.4 CONSTRAINTS

- 6.7.4.1 As mentioned earlier, of the approved staff strength of twenty-two (22) (technical posts), the Division had an actual strength of ten (10). Of these, the CMSO was on study leave for the greater part of the year and there were three (3) officers who were very new as they were all recruited during November and December of the previous year. This obviously constrained the Division in the amount of projects it could have handled since these officers were exposed to our in-house training that was stretched over a three months period before being exposed to 'live' projects.
- 6.7.4.2 Failure to meet deadlines by some officers was also another problem area. This was based primarily on some of the officers' attitude towards work and the inadequate amount of computers available in the Division.
- 6.7.4.3 The Division had two (2) posts of Typist/Clerk which have been vacant for quite some time now. With the acquisition of two (2) computers sometime ago, officers began producing their own typed reports. At the moment, this has become an accepted practice and an expectation from Management of the Division. If this position is to continue in the future, then additional computers need to be acquired and the required training done. It may also have implications for the Job Description of the officers attached to this Division.
- 6.7.4.4 Another area of concern was the lack of commitment by some clients to expeditiously execute their role in the interventions. There were many instances where assurances/deadlines given by clients and/or their officers in the delivery of information/data were not met, resulting in inordinate delays and frustrations.
- 6.7.4.5 Further, drafts sent to clients for their verification/comments prior to finalisation of the report, were often delayed for lengthy periods resulting in the Division being unable to satisfactorily complete the studies in reasonable time.

6.7.5 PROJECTIONS FOR 1996

1995 saw the emergence of formal British Technical Assistance in the area of Public Service Reform, a continuation of efforts that commenced in 1990/91. This was expressed in the form of a one year, in the first instance, consultancy attachment in which the Government of Guyana - Office of the President benefitted from the presence of a full time Strategy Advisor and a full time Consultant attached to the Management Services Division. In the case of the latter, on-the-job guidance and support was offered to the Division in overall operational matters.

6.7.5.1 In 1996, it is expected that this support will continue with the possible renewal/extension of the consultancy support from KPMG to an additional year. While the Division will be expected to respond to efficiency scrutineers requested by Cabinet, it is also envisaged that a significant part of the new work programme will focus on projects identified in the Public Service Reform Strategy paper. This document emerged from the presence of the Strategy Advisor and was accepted for implementation by the Public Sector Reform Committee chaired by the Head of the Presidential Secretariat. Key areas identified for Management Services Division's involvement include the issues of Public Service "autonomisation", rationalisation between and within line agencies and public service staff planning and control. Efforts will also be directed to enhancing the existing capability within the Division through the implementation of the 1990/91 KPMG recommendations and in-house training which is focused on new working techniques and strategies.

6.7.5.2 Successful implementation and effectiveness depends on ensuring a work force that is both stable and competent. This, at the moment, continues to be problematic as the unattractive salary levels continue to be a deterrent to attracting and retaining staff of appropriate calibre.

6.8

CENTRAL PERSONNEL DIVISION

A SUMMARY AND REVIEW OF THE DIVISION'S PERFORMANCE DURING THE YEAR IS INDICATED BELOW

KEY AREAS	TARGET SET	TARGET ACHIEVED	REMARKS
6.8.1 Policy formulation re: Personnel Rules and Procedures, and Conditions of Service of Public Servants	Review of the principle used to determine the quantum of compensation payable to Public Servants for loss/damage of personnel articles on duty	Not completed	The recommendation submitted was reviewed and another proposal was submitted to the Permanent Secretary, Office of the President, Public Service Management
	Review of allocation of Government quarters	Not Completed	
	Distribution of Job Description/Specifications to Ministries/Departments/Regions	Completed	Job Descriptions/Job Specifications would be issued to Ministries/Departments/Regions on request
	Meeting with Principal Personnel Officers re: consultation on Personnel Management issues	Ongoing	Two meetings were held during 1995
	Review of station and subsistence allowances	Completed	Relevant circulars were issued to the Public Service
	Delegation of some specific functions of Office of the President, Public Service Management	Draft was done	It is ^{the} view of the Permanent Secretary, Office of the President, Public Service Management that the personnel practitioners in the Public Service are not of the required calibre to take forward the functions to be delegated. Formal training of Personnel Officers under the Public Service Reform Strategy should remedy this situation.
	Overseeing the return of the Guyana employees from management of the Regional Administrations to Guyana	Not completed	The Public Service Management and the Ministry of Public Works Communications and Regional Development are pursuing this matter
	Rationalisation of generic Job Descriptions/Specifications	Not completed	This activity would be undertaken with consultancy support under the Public Service Reform Programme
	Distribution of 1995 Inventory of positions in the Public Service	Completed	

KEY AREAS	TARGET SET	TARGET ACHIEVED	REMARKS
	Overseeing the computation of arrears resulting from implementation of the Job Evaluation gradings.	Completed	
	Review of policy re: approval of leave in the month of December by Public Service Management	In Progress	A recommendation was submitted to the Permanent Secretary, Office of the President, Public Service Management
	Updating and computerising information re-residential telephone facilities	In progress	Staff was engaged in acquiring and updating (PRKS) data for inputting on the Personnel Record Keeping System.
	Review of Performance Appraisal Forms	In Progress	This is another activity which is being undertaken under the Public Service Reform Programme
	Consideration of the merger of Scale A Upper and Lower Travelling allowances	Partially completed	A recommendation has been submitted to the Permanent Secretary, Office of the President, Public Service Management
	Updating the Public Service Rules 1987 with amendments	Completed	
	Review of Public Officers Acting Regulations and Consolidation of Acting/Duty/Responsibility allowances	Partially Completed	A recommendation has been submitted to the Permanent Secretary, Office of the President, Public Service Management
	Implementation of the decisions of the Joint Committee	Not done	The Committee's recommendations were not supported by illustrations and suggestions re corrective actions to be taken
6.8.2			
Improvement of Personnel Record Keeping to access information quickly	Verification of all personal and position information entered in the Personnel Record-Keeping System	Ongoing	Data received for Ministries /Departments/Regions were used to update the system
	Collection of additional personal data on Public Servants for the Personnel Record Keeping System (e.g. work history, educational particulars)	Ongoing	No further work was done and this activity since the ODA in collusion with the World Bank are making arrangements for an improved and more adequate system for our Public Service Record Keeping

KEY AREAS	TARGET SET	TARGET ACHIEVED	REMARKS
	Distribution of information in the Personnel Record Keeping System to the other Public Service Agencies	On-going	
6.8.3 Industrial Relations	Processing representations from the recognised bargaining agents and the public re: perceived grievances	Ongoing	
	Holding scheduled meetings with Guyana Public Service Union to discuss matters relating to the welfare of Public <i>Servants</i>	Ongoing	Meetings were held with the GPSU focussing mainly on salary increases for public servants
6.8.4 Training	Personnel Management Training for staff of line Personnel Units and Central Personnel Division with Technical Assistance provided by the British Overseas Development Administration	Ongoing	Programme to be determined by Consultants

1996 PROJECTIONS

Once again, 1996 will be a very challenging year for the staff of the Central Personnel Division with its task of effecting change in the execution of the Personnel function in the Public Service. Under the Public Service Reform Strategy there would be several tasks to be undertaken. Given the current staff shortage in the Division, it is expected that there would be greater demands on the time and efforts of the staff. On-the-job coaching to equip staff members with the knowledge and skills to perform the tasks would continue, and opportunity would also be provided for them to undertake relevant formal training.

7.0

PUBLIC ADMINISTRATION PROJECT
2480 GUA

PROJECT COORDINATING UNIT

ANNUAL REPORT 1995

7.1

MISSION STATEMENT

Improve the capacity of the Public Sector to perform its core functions through programmes aimed at facilitating adequate staffing of the Public Service and eliminating staff redundancies; creating conditions for accountability in Financial and Personnel Management as well as in fundamental operational programmes and preparing a long term strategy and programmes for Public Sector Reform.

7.2

ORGANIZATION AND MANAGEMENT

7.2.1 The Organization Structure approved is set out in Appendix I. (Page 125)

Vacant positions at December 1995 are indicated on Appendix I.

The Project comprises the following components:-

- I. Public Sector Management Strengthening
- ii. Recruitment Programme
- iii. Coordinating Unit

7.2.2

Public Sector Management Strengthening

a. **Integrated Financial Management System:-**

The principal objective is to develop a sound basis for effective budgeting, accounting, cash management and internal and external control.

An integral part of this component is the strengthening of the revenue and customs systems.

b. Regional Administrations System

The project will finance consultants to review the organizational and administrative aspects of the service delivery functions and to establish norms, procedures and information systems using modern management principles.

c. Personnel Management

The assistance would support the consolidation of a modern personnel management system including recruitment, employment and salary administration and a comprehensive public service policy and a performance evaluation system.

The system would link and define personnel policy responsibilities at the center and personnel operational responsibilities in the line personnel units within the Ministries/Regional Administrations/Constitutional Agencies.

d. General Administration

In order to provide adequate management of the fundamental functions in Ministries/Regional Administrations/Constitutional Agencies, basic equipment is to be provided.

7.2.3 Recruitment Programme

7.2.3.1 The objective is to attract qualified Guyanese and possibly other nationals to fill Key positions in the public service with the aim of strengthening the managerial and technical capacity in Key areas of the public service.

7.2.3.2 Originally targeted to “overseas” professionals there was agreement between the Bank and the Government of Guyana to certain amendments to the Development Credit Agreement to allow for “locals” to qualify as well for a non-taxable incentive of up to US\$25000, payable in two instalments within a three (3) year tour of duty.

7.2.4 Coordinating Unit

This Unit is established to facilitate the procurement of equipment and the hiring of consultants, and also has the following responsibilities:-

- manage IDA financing and provide administrative support to the Government

- keep close contact with the Counterpart Institutions for all parts of the project and coordination of the execution of four Public Sector Management Strengthening Components and the Recruitment Programme and provide technical support as required, and
- monitor compliance with IDA's legal agreement.

7.2.5 **SUMMARY AND REVIEW**

7.2.5.1 **Public Sector Management Strengthening**

Integrated Financial Management System

- a. Cabinet did not approve a submission for the award of a contract to Crown Agents/CEMCO. The Senior Minister of Finance (ag.) Subsequently appointed a Select Committee to review the Terms of Reference of the Integrated Financial Management System Component against other initiatives being taken in the Ministry of Finance. e.g. IDB/UNDP Technical Assistance Programme. Mr Jit Gill, Task Manager, World Bank visited during June 1995 and had discussions with the Committee and discussed the report of the Committee with the Senior Minister of Finance (ag.).

Mr Gill also prepared and submitted an Aide Memoir to the Senior Minister of Finance (ag.) for signature.

- b. Diagnostic Study - Regional Administrations System

The final report was received and was forwarded to the Head of the Presidential Secretariat and the Senior Minister, Local Government.

- c. Personnel Management

Bids in regard to the procurement of hardware and software for the PRKS were opened on July 17, 1995. Approximately G\$12M in expenditure was anticipated.

Work so far completed on this component has been reviewed by an independent consultant and his report was being considered by the Public Sector Reform Committee with a view to determining further directions.

d. General Administration

Responses to International Tenders in regard to heavy equipment, communications equipment and equipment specific to the needs of the Civil Aviation department

were received and opened on July 17, 1995. Anticipated commitments were in the vicinity of G\$448M.

Letters of invitation to bid were issued to local firms during the week of June 19, 1995 for the supply of transportation equipment. Replies were received from ten (10) firms on July 24, 1995.

Cabinet approval satisfied by the World Bank allowed for the execution of contracts with Suppliers for goods totalling approximately G\$448M. At December 19 5 goods valued at approximate G\$107M had been procured.

7.2.5.2

Recruitment Programme

At December 1995 three (3) candidates had been recruited under this programme.

Experience has shown that the conditions offered under the programme have not been attractive enough to easily facilitate recruitment of Guyanese professionals into the Public Service. The main constraint appears to be the low level of Public Service Salaries.

7.2.5.3

Coordinating Unit

Provision in the 1995 Budget for the Unit totaled \$366.5, comprising DA funding of \$362.5M and Government of Guyana funding of \$3.5M.

Expenditure for 1994 was as follows:-

	<u>G.O.G</u>	<u>IDA</u>
	G\$M	G\$M
Budgeted	3.50	<u>362.50</u>
Supplementary	<u>1.06</u>	
	<u>4.56</u>	
Amount released	4.02	
Payments made	<u>4.20</u>	
Goods		107.70
Consultancy		33.36
Recruitment cost		<u>4.10</u>
		<u>145.16</u>
Balance /(Deficit)	<u>(0.18)</u>	
Shortfall in IDA projection		<u>217.34</u>

7.2.6 CONCLUSIONS

7.2.6.1 Achievements

Progress in the area of procurement had improved. Capital Equipment procured under this component totalled G\$107.70. Additional equipment worth G\$420.Million had been processed, but this expenditure will now take place in 1996.

7.2.6.2 The following Ministries/Agencies benefited from the procurement of computer, telecommunication and transportation equipment during 1995.

- Ministry of Finance
- Guyana School of Agriculture
- Ministry of Agriculture
- National Dairy Development Programme
- General Registrar's Office

- Ministry of Health
- Civil Aviation Department
- Prisons Department
- Guyana Police Force
- Guyana Fire Service
- Ministry of Home Affairs
- Customs and Excise Department
- Defence Board (Guyana Defence Force)

7.2.6.3 GENERAL

The total IDA input is US\$12M to be utilised as follows:-

	<u>Equipment</u>	<u>Consultancies \$M</u>	<u>Goods \$M</u>
I.	Public Sector Management Strengthening	3.5	6.0
ii.	Recruitment Programme	<u>Consultants</u> 0.1	<u>Travel Exps etc.</u> 1.7
iii.	Coordinating Unit	<u>Consultants</u> 0.6	<u>Goods</u> 0.1

7.2.6.4 While total procurement of goods was targetted at US\$6.1M, US\$2.1M of that amount was tied to the requirements of consultancies under the Public Sector Management Strengthening component and the Project Coordinating Unit; the balance of US\$4.M is for general procurement.

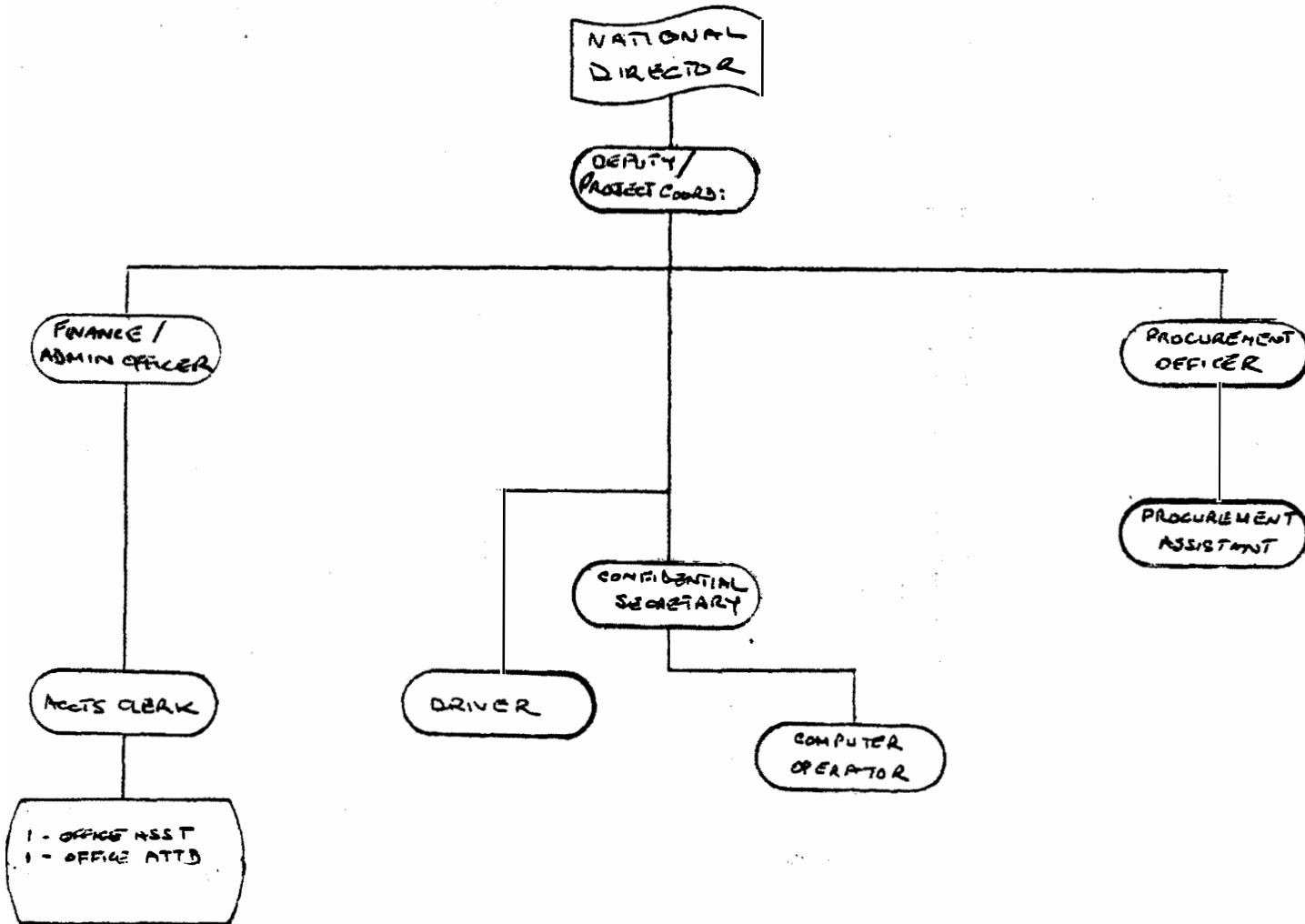

H R Balgobin
Project Coordinator
PUBLIC ADMINISTRATION PROJECT

February 08, 1996

PUBLIC ADMINISTRATION PROJECT

APPENDIX I

PROJECT COORDINATING UNIT



VACANT POST:
1 - PROCUREMENT ASST