

COOPERATIVE REPUBLIC OF GUYANA

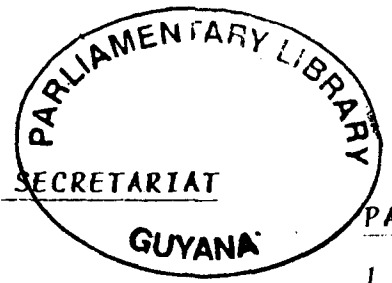


OFFICE OF THE PRESIDENT

ANNUAL REPORT  
1997

New Garden Street  
Georgetown  
GUYANA

TABLE OF CONTENTS



VOLUME 1 - HEAD OF THE PRESIDENTIAL SECRETARIAT

		<u>PAGE</u>
1.0	EXECUTIVE SUMMARY . . . . .	1 - 6
2.0	MISSION STATEMENT . . . . .	7
3.0	ORGANIZATION AND MANAGEMENT . . . . .	7 - 8
3.1	ORGANIZATION CHART . . . . .	9
 <u>VOLUME 1 - HEAD OF THE PRESIDENTIAL SECRETARIAT</u>		 (10 - 64)
3.2	<u>DESCRIPTION OF DIVISIONS AND DEPARTMENTS</u>	(11 - 34)
3.2.0	Head of the Presidential Secretariat . . . . .	12
3.2.1	Cabinet Secretariat . . . . .	13
3.2.2	Defense Secretariat . . . . .	14
3.2.3	Confidential Secretariat . . . . .	14 - 16
3.2.4	Division of Protocol . . . . .	17 - 19
3.2.5	Administrative Division . . . . .	20 - 22
3.2.5.4	Central Registry and Typing Pool . . . . .	21
3.2.5.5	Canteen Section . . . . .	21
3.2.5.6	Maintenance Division . . . . .	21
3.2.6	Finance Division . . . . .	23 - 24
3.2.6.5	Stores Division . . . . .	25
3.2.7	Field Audit Division . . . . .	26
3.2.8	Personnel Division . . . . .	27 - 28
3.2.9	Subvention Agencies . . . . .	29
3.2.10	Joint Intelligence Coordinating Centre . . . . .	29 - 30
3.2.11	Customs Anti Narcotic Unit . . . . .	30
3.2.12	Castellani House . . . . .	31 - 32
3.2.13	Presidential Guard . . . . .	33 - 34
4.0	<u>SUMMARY AND REVIEW OF CURRENT YEAR'S PROGRAMME</u>	(35 - 63)
4.1	Head of the Presidential Secretariat's Office . . . . .	36
4.2	Confidential Secretariat . . . . .	37
4.3	Division of Protocol . . . . .	37 - 40
4.4	Administrative Division . . . . .	41 - 48
4.4.6	The Transport Pool . . . . .	41 - 42
4.4.7	The Registry . . . . .	42 - 43
4.4.8	The Gazette Section . . . . .	43 - 44
4.4.9	The Canteen . . . . .	44
4.4.10	The Telephonists Section . . . . .	44 - 45
4.4.11	The Office Assistants Pool . . . . .	45 - 46

TABLE OF CONTENTS (Cont'd)

**VOLUME 1 - HEAD OF THE PRESIDENTIAL SECRETARIAT**

PAGE

4.4.12	The Cleaners . . . . .	46
4.4.13	Maintenance Section . . . . .	47 - 48
4.5.1	Finance Division . . . . .	48 - 51
4.6	Stores Division . . . . .	52
4.7	Field Audit Section . . . . .	52
4.8	Personnel Division . . . . .	53 - 54
4.9	Subvention Agencies . . . . .	54 - 55
4.10	Castellani House . . . . .	56 - 63

**VOLUME II - PUBLIC SERVICE MANAGEMENT (PSM)**

(64-167)

<b>5.0</b>	<b><u>DESCRIPTION OF DIVISIONS AND DEPARTMENTS</u></b>	<b>(65-90)</b>
5.1	Public Service Management . . . . .	66
5.2	Administrative Support Services Division . . . . .	67 - 72
5.3	Training Division . . . . .	72 - <del>84</del>
5.3.5	Development and Operations Department . . . . .	76 - 77
5.3.10	Central Public Service Library . . . . .	81
5.3.11	Scholarships Department . . . . .	82 - 84
5.4	Management Services Division . . . . .	85 - 88
5.5	Central Personnel Division . . . . .	89-90
<b>6.0</b>	<b><u>SUMMARY AND REVIEW OF CURRENT YEAR'S PROGRAMME</u></b>	<b>91</b>
6.1	Administrative Support Services Division . . . . .	92 - 93
6.2	Training Division . . . . .	94 - <del>134</del>
6.2.1	Development and Operations Department . . . . .	94 - 103
6.3	Central Public Service Library . . . . .	104 - 106
6.4	Scholarships Department . . . . .	107 - <del>134</del>
6.5	Finance and Information Department . . . . .	130 - <del>132</del>
6.6	Planning and Analysis Department . . . . .	133 - <del>134</del>
6.7	Management Services Division . . . . .	135 - 153
6.7.1	Project Consulting Division . . . . .	135 - 141
6.7.2	Quality and Productivity Division . . . . .	142 - 148
6.8	Central Personnel Division . . . . .	154 - 160
7.0	Public Administration Project (Annual Report 1997)	161 - 167

## EXECUTIVE SUMMARY

1.0

1.1 The year 1997 will remain a historic one in the annals of the Office of the President and the Republic of Guyana. It was the constitutionally mandated end of the 5 year term in office of the PPP-Civic Administration that came to power on October 5th, 1992 under Dr. Cheddi Jagan's leadership.

1.2 On the 6th March, 1997, President Jagan died after a short sudden illness. The nation was thrown into shock and mourning but the Office of the President rallied behind the Administration in preparing for the change.

1.3 Prime Minister Sam Hinds was sworn in as President on the 6th March, 1997, and led the PPP-Civic Administration through the remainder of its term in office in 1997.

1.4 President Hinds stressed continuity with Dr. Jagan's policies and the Office of the President experienced little change during his tenure.

1.5 Despite the loss of President Jagan, the year 1997 was replete with the successes of the PPP-Civic Administration such as:

- (a) The strengthening of the Central Government's fiscal position which was a reflection of the strenuous efforts made to broaden the tax base to assist the low-income workers, improve the administration and collections in the principal revenue collecting departments and reduce extravagance and waste, while at the same time redirecting expenditures to the critical areas such as education, health, housing, etc.
- (b) The emphasis on good governance and accountability which saw the timely tabling of the Report of the Auditor General on the Public Accounts of Guyana in the National Assembly (where the Report on the Government's financial operations of one year was laid in the National Assembly in the following year), and the passage through the National Assembly of the Integrity Commission Bill.

- (c) The improvement of conditions of service of Public Servants with a view to recruiting and retaining the services of incumbents and qualified professionals. Many allowances were increased and restrictions on their access eased or removed. A new salary structure which saw the monthly minimum wage rise from \$3,137.00 in January 1993 to \$8,804.00 in 1997 (a 181% increase) was also put in place.
- (d) The championing of the New Global Human Order and the Regional Integration Fund (both essential prerequisites for sustainable development) in international circles.
- (e) The launching of the National Development Strategy, an invaluable blueprint which has put together macro-economic and sectoral analyses, strategies and proposals for the development of Guyana for the 21st century; and
- (f) The adoption of the Public Service Reform Strategy which aimed to transform the Public Service to a more efficient and effective modern service to face the realities of the 21st century.

1.6 The point needs to be made that despite the excellent progress as those highlighted above and others, which was made during the Government's first term in Office, there were many slippages caused by human and material factors, which errors it has learnt from and which have strengthened its resolve to continue focussing on people-centred development in a growing social democracy.

1.7 The following objectives were set by the Office of the President for 1997:

- (a) Providing the necessary support to His Excellency the President for him to effectively carry out his duties such as (1) the preservation of Guyana's territorial integrity and the maintenance of its political independence, (2) the promotion of the economic, political and social development of the nation, (3) ensuring the effective organization of the functions of all Government agencies and (4) ensuring that all policy and other official statements were disseminated in Guyana and overseas to Guyana nationals and interested organizations;
- (b) 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, and Commander in Chief of the armed forces of Guyana.

©

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;

- (d) 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
- (e) Ensuring that management procedures and practices throughout the Public Service were rational, efficient, clearly understood and consistently implemented.

1.8 During the year 1997, the Public Service Reform Committee (PSRC) chaired by the Head of the Presidential Secretariat and formed in 1995 to advise Cabinet on the management of a reform programme within the Public Service, continued to meet frequently. It dealt with matters such as the Introduction of Staff Performance Reviews, Payment for Key and Critical Posts, Reintroduction of Merit Awards for good performance, Introduction of a Personnel Records Keeping System and the Restructuring of the Training Division (P.S.M.). Discussions and other actions relating to these subjects saw some of them being fully implemented and others set in train.

1.9 The overall training programme of the Public Service Management Division was on target in 1997. Of the thirty eight (38) training programmes planned, thirty five (35) were executed which exposed four hundred and ninety six (496) public officers to training at various levels. There were fourteen (14) requested training programmes where P.S.M. trained two hundred and fifty three (253) persons. The Division also trained one hundred and eighty two (182) persons in the Government Technical Institute's Basic Certificate in Accounting and Foundation Certificate in Accounting Courses, and sixty four (64) Career Trainees, of which fifty nine (59) of these newly recruited officers took up positions at the Accountant General's, Auditor General's, Inland Revenue and Customs and Excise Departments. In summary, nine hundred and ninety five Public Servants were trained during the year.

1.10 A specialist workshop on "Enhancing Public Service Performance in Guyana" was successfully held in May 1997. With the support of the Commonwealth Secretariat, twenty five senior government officials at the level of Permanent Secretaries, Deputy Permanent Secretaries and Heads of Departments, met with the Minister of Public Service, Head of the Presidential Secretariat and Commonwealth experts to discuss and agree on an appropriate strategic direction for the Public Service, bearing in mind the current and future national challenges. A draft Public Sector Reform Strategy document was reconciled with on-going Public Service Reform Committee approved action, and presented to Cabinet.

1.11 To enhance the Personnel Record Keeping System in the Public Service one hundred and forty (140) personnel officials from various Ministries, Departments and Regions were trained in the use and operation of computers, and eighteen Ministries/Departments/Regions have had computers installed to process the relevant data.

1.12 The Public Administration Project with its coordinating unit falling under the Public Service Management and geared to improve the Public Service's capacity to perform its core functions, continued to provide invaluable inputs for the operations of Ministries/Departments/Regions. Under the Recruitment Programme which has the objective of attracting qualified overseas Guyanese and other nationals as well as local personnel to fill key positions in the Public Service with the aim of strengthening its managerial and technical capacity, forty two (42) candidates were recruited.

1.13 In 1997, the Office of the President was allocated the following amounts of money:

Statutory Expenditure	\$0.8m	(To meet the President's salary and allowances)
Current Expenditure	\$498.9m	
Capital Expenditure	\$426.26m	

With regard to the budgeted current allocation of \$498.9m, the amount of \$503.9m was spent, showing overspending for the first time in the Office's five years of operation under this Government, for reasons stated in Section 1.14 below. In terms of Capital Expenditure \$37.9m was allocated directly to the Office for its capital programme and the remaining \$388.36 went to the Public Administration Project, Guyana Defence Force and Guyana Natural Resources Agency. The Office spent only \$24.2 on its capital programme, mainly because planned repair works to State House which was occupied by President Jagan and his family were held back upon his death and the First Lady's non-occupancy of the building as her place of residency.

1.14 The Office of the President requested \$726.4m in its current expenditure estimates and had that amount drastically reduced to \$498.9m (67%). While there were some policy changes like the need for meeting expenditures for the Guyana Information Service, Guyana Television and Broadcasting Company, Environment Protection Agency, etc, being removed from the Office's responsibilities, which necessitated a reduction of our request, the Ministry of Finance's allocation was quite inadequate for the authorized work programmes in 1997. Coupled with this was the difficulty the Office experienced in meeting expenditures Cabinet approved as a result of the President's death. This placed us in embarrassing situations where

we were out of funds on many occasions to undertake important assignments. That resulted in the Central Accounting Unit having to vire funds from some subheads to others, to make certain payments and subsequently requesting funds for the same subheads under which savings were offered. We were even forced to request supplementary provision in 1997. This gave the impression that we were not managing the funds allocated to us prudently, when the reality was the Budget Office's failure to respond to Office of the President's situation.

1.15            However, the overall performance in our financial operations under the current and capital votes respectively, was bolstered by close monitoring of the use of the financial resources placed at our disposal and adherence to set financial regulations and procedures. This allowed for our timely submissions of financial/accounting statements and information to the regulatory financial agencies and management being apprised on a monthly basis of the Office's financial position.

1.16            One of the Office's disappointments over its period of operation under this Administration was its inability to have the Store function in a satisfactory manner, with dishonesty, large excesses and shortages of stock, poor record-keeping, etc. being some of the unsavoury features noted. The year 1997 saw a marked improvement with the appointment of a Storekeeper II (Miss Ann Greene) who managed an effective Store system.

1.17            In the continued effort to assist its workers, the Office continued its subsidy to the Canteen at Public Service Management which provided cheap snacks and meals on a daily basis for staff and trainees attending training programmes. The subsidized transportation system which brought workers from the East Coast and East Bank of Demerara and outlying Georgetown areas to work in the morning and took them home after work was also maintained.

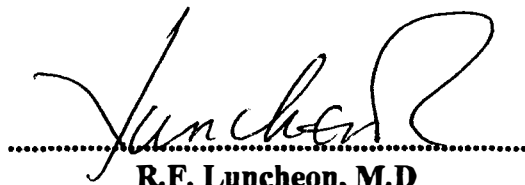
1.18            Although the punctuality and absenteeism records showed improvement over the 1996 statistics, the performance of staff in these areas posed some concern to the Management. Many officers took advantage of training opportunities provided and developed themselves from the certificate to the degree levels. This allowed for staff to be promoted into higher positions. In its effort to encourage staff to give of their best and set examples for others to follow, Presidential monetary awards were presented to the following officers:

Mr. Erwin Belgrave	Carpenter
Mr. Derick Smith	Driver
Mr. Andrew Williams	Senior Office Assistant
Miss Nicola Jordan	Confidential Secretary (ag.)
Miss Paula James	Assistant Accountant
Mrs. Waveney Blackett	Chief Accountant



1.19 While some of the divisions performed their functions creditably, improvement is needed in others, and the 1998 workplan caters for addressing those shortcomings.

1.20 The year ended with the mandated National and Regional Elections giving the PPP-Civic another term in office under the leadership of President Janet Jagan. She was the first female Head of State and Government in Guyana, in the history of the country.

A handwritten signature in black ink, appearing to read 'R. Luncheon', written over a horizontal dotted line.

**R.F. Luncheon, M.D**

**HEAD OF THE PRESIDENTIAL SECRETARIAT**

## MISSION STATEMENT

2.0

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 9 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

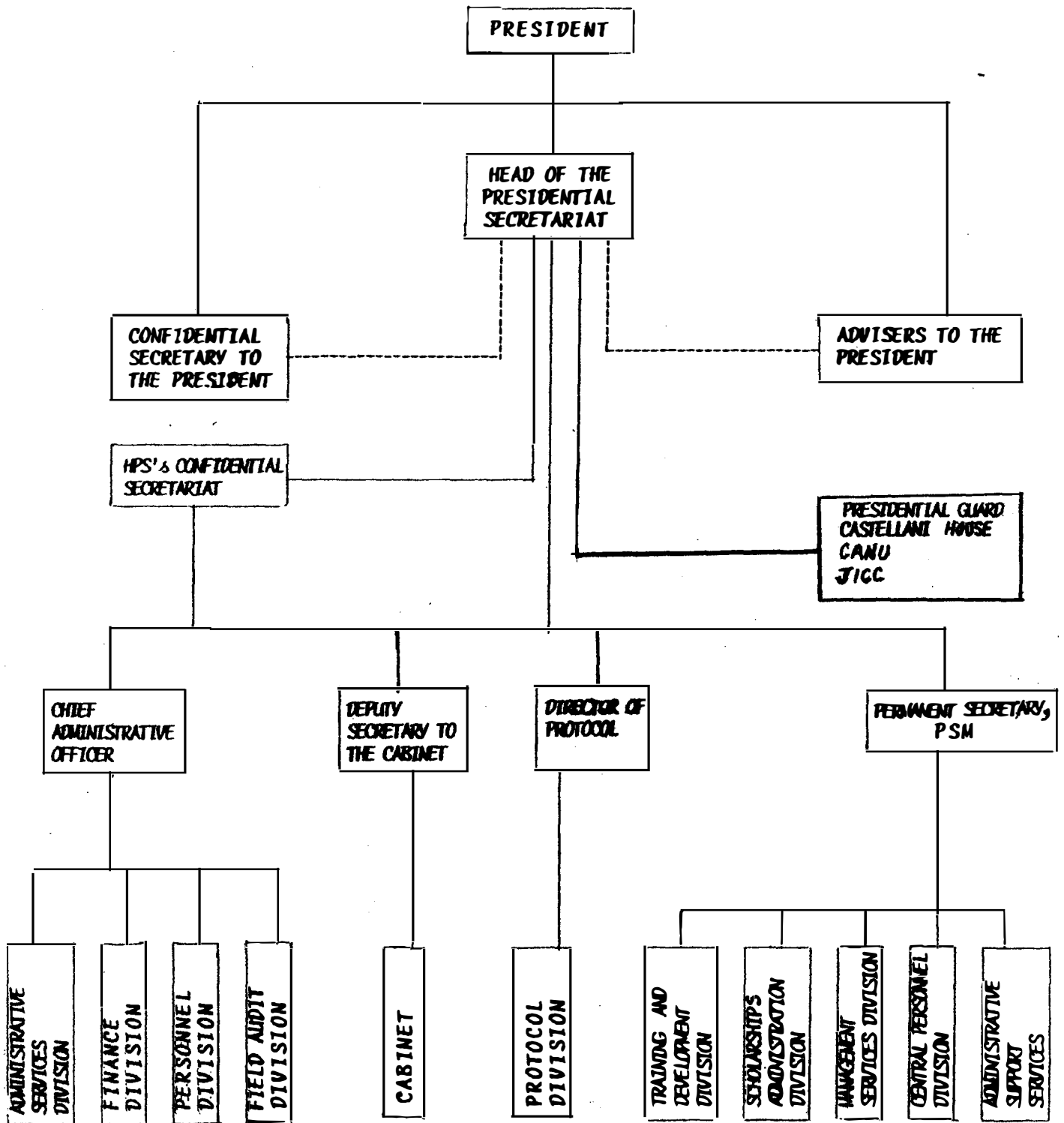
3.0.5 To effectively carry out the duties assigned them, the divisions are further subdivided as explained in Section 3.2 into the following:

- (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 Presidential Guards, Castellani Committee, Joint Intelligence Coordinating Centre and Customs Anti-Narcotic Unit.

ORGANIZATION CHART

MACRO STRUCTURE OF THE OFFICE OF THE PRESIDENT





**PRESIDENTIAL  
SECRETARIAT**

3.2

**D**escription of  
ivisions and  
epartments

**PRESIDENTIAL  
SECRETARIAT**

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

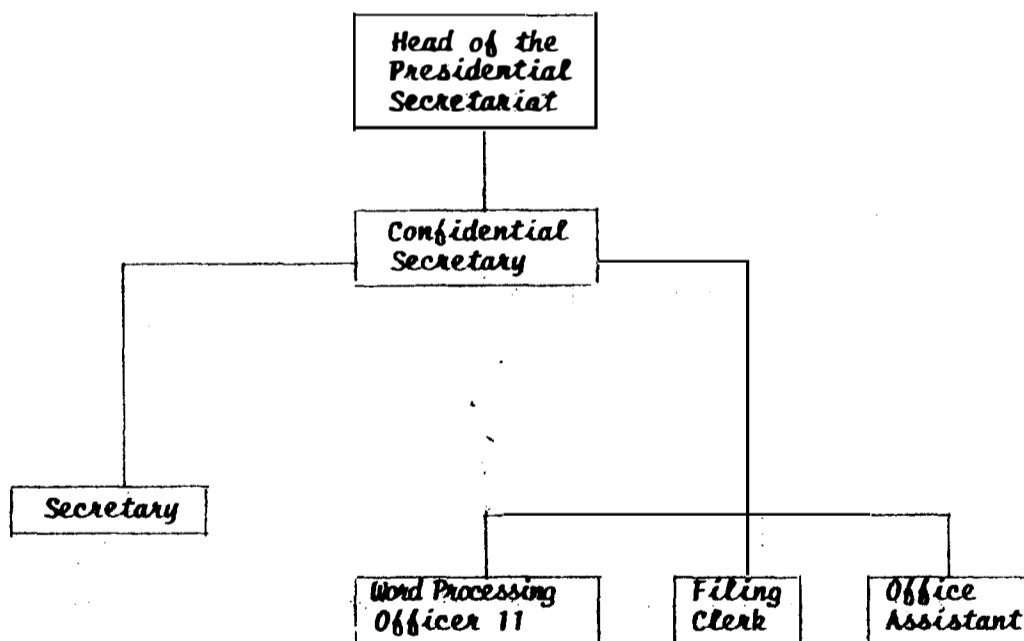
The role of the HPS's Complex is to provide His Excellency the President with the appropriate mechanisms to facilitate his exercise of Executive Authority. It is also responsible through the Cabinet Secretariat, to effectively handle Cabinet matters, and through the Defense Secretariat to administer 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

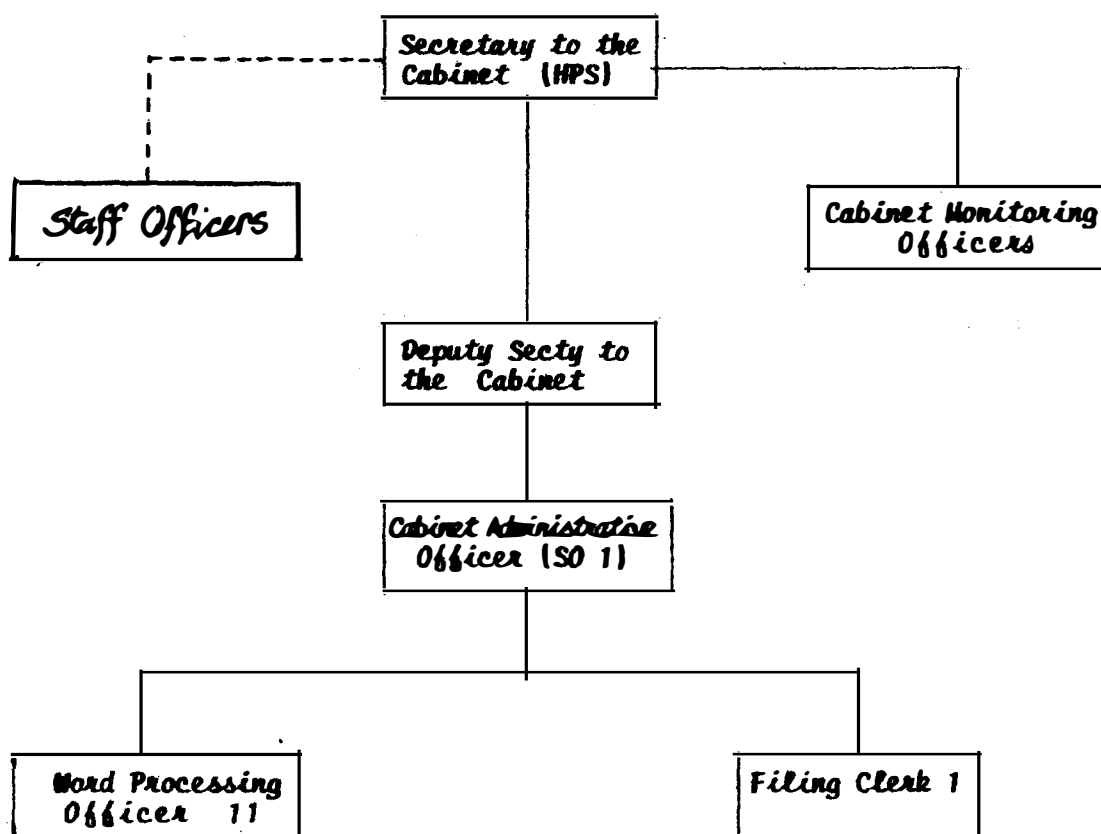
CABINET SECRETARIAT

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 Programmes and Time-Tables and keeps a permanent official record of all Cabinet Decisions. Monitoring their implementation is also done by Cabinet Monitoring Officers.

3.2.1.2

ORGANIZATIONAL CHART OF THE CABINET SECRETARIAT





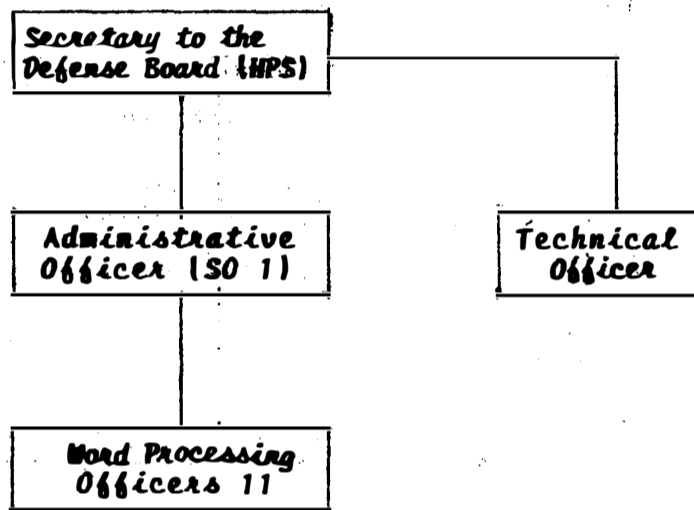
3.2.2

DEFENSE 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.

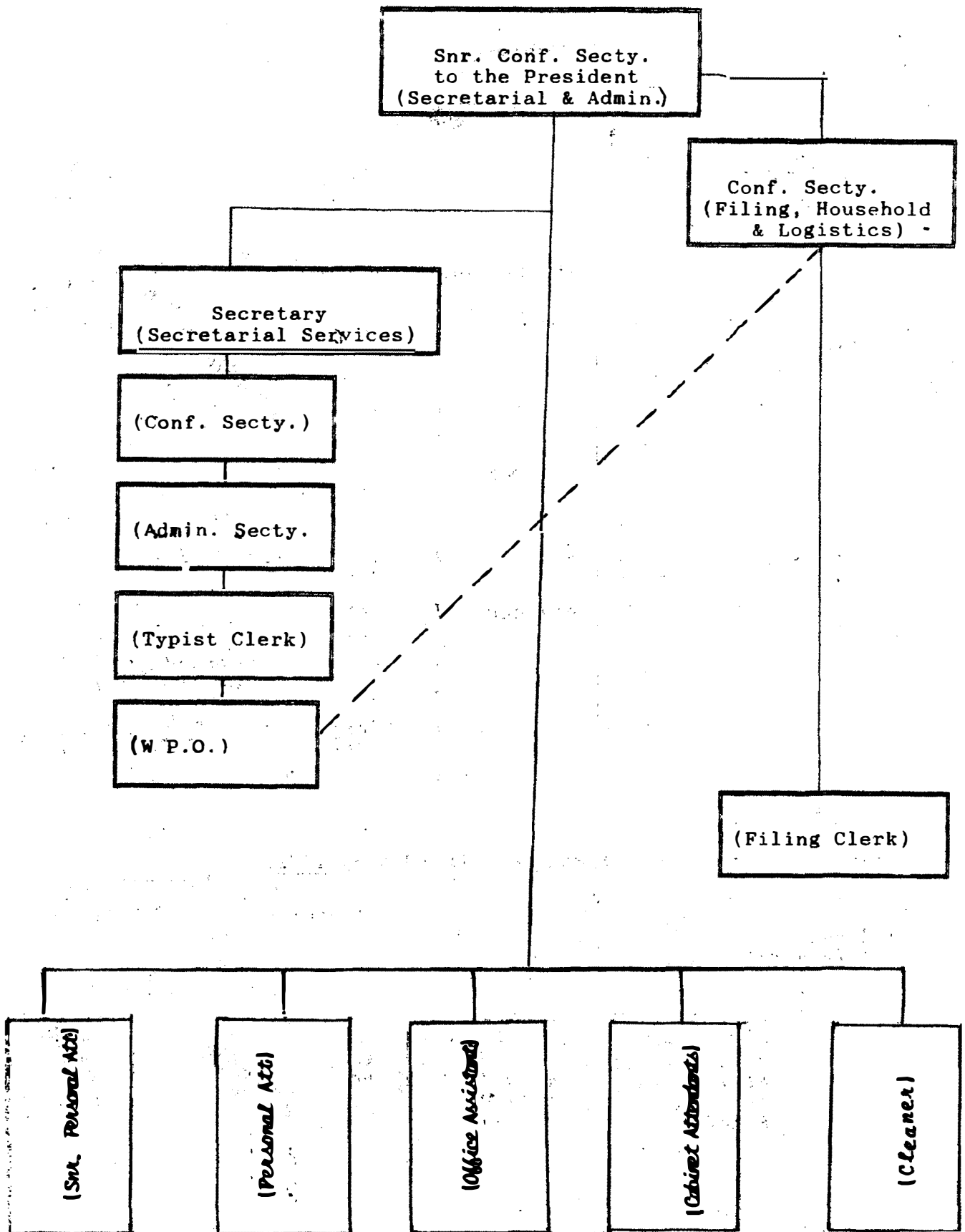
3.2.3.4

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.



3.2.4

DIVISION OF PROTOCOL

3.2.4.1

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;

3.2.4.2

ORGANIZATION AND MANAGEMENT

3.2.4.2.1

At the commencement of 1997, 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	1	1 acting as Deputy Director
Confidential Secretary	1	Typist Clerk acting in this capacity.
Calligrapher	1	Vacant
Typist/Clerk	2	1 Vacant
Word Processor Operator	1	Vacant
Driver	1	Vacant

3.2.4.3

FUNCTIONS AND RESPONSIBILITIES

3.2.4.3.1

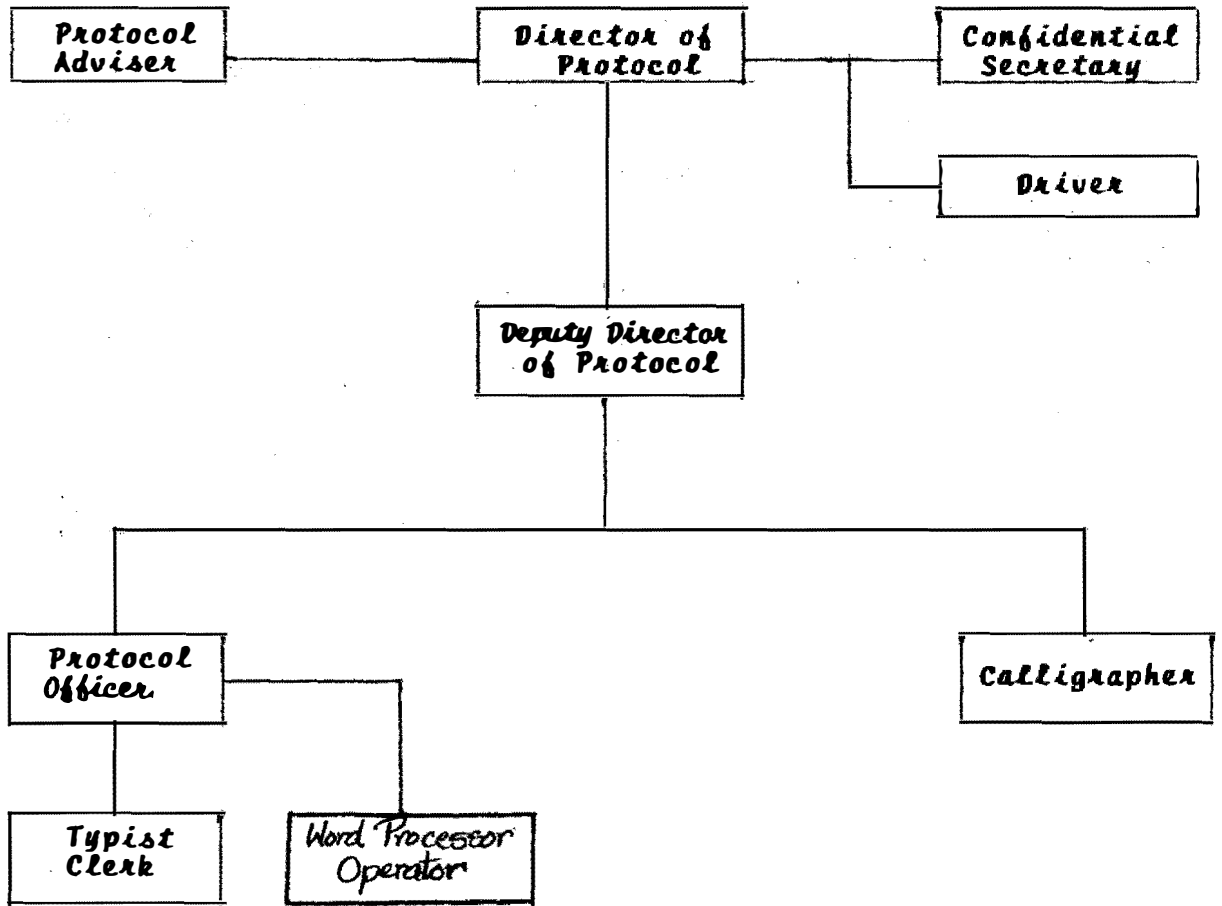
The Division continued to be responsible for finalising all matters of Protocol for the President and the First Lady as outlined below:-

- (a) Planning and overseeing arrangements relating to ceremonies, 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) *Arranging Courtesy Calls 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) *Arranging for visits 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 Estate 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 ~~was~~ 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. *The Head Office Canteen was closed in March, 92.*

##### 3.2.5.5.2

This section is headed by a Canteen Manager.

### 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), and PSM's locations.

##### 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.

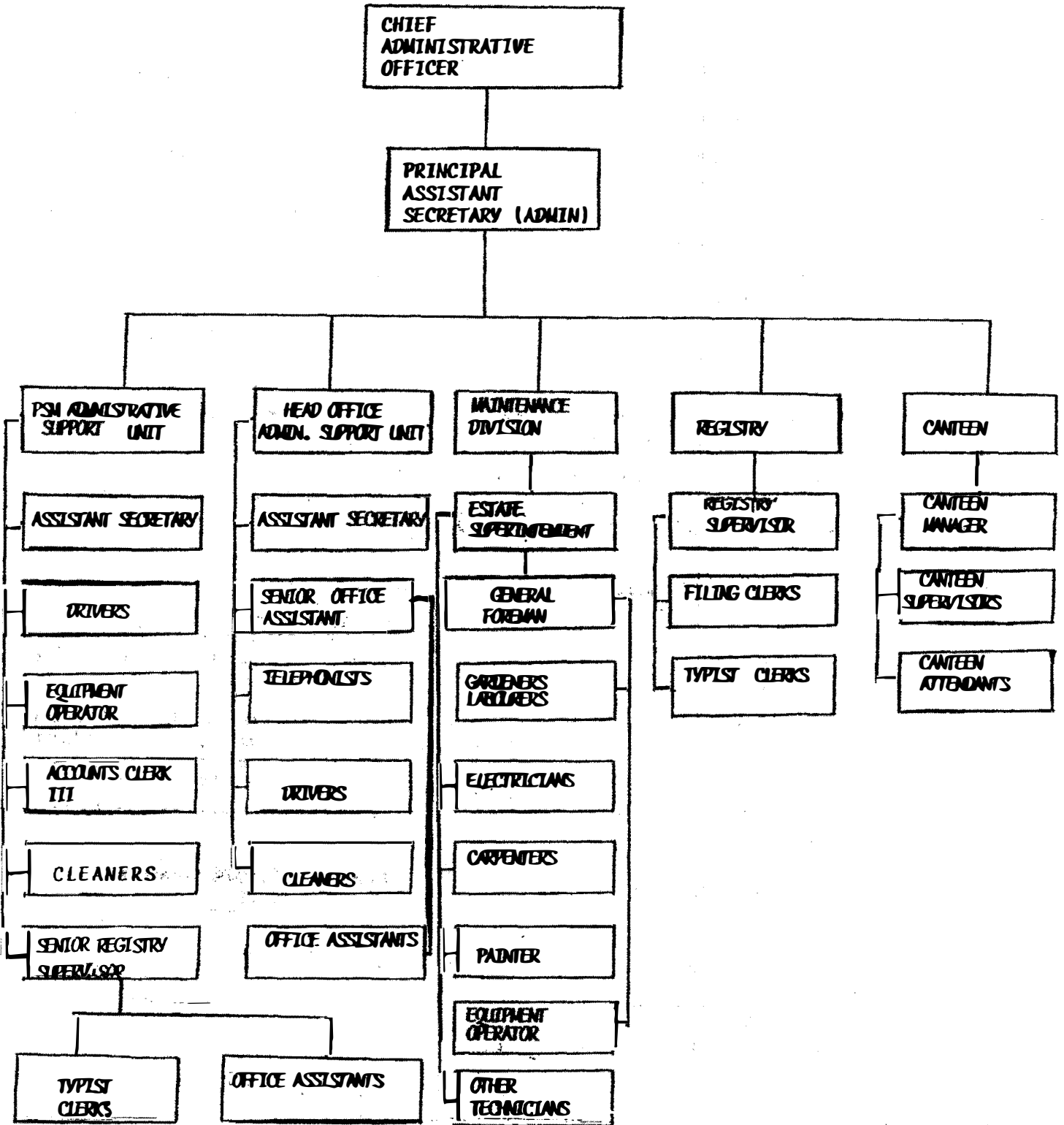
##### 3.2.5.6.3

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

FINANCE 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

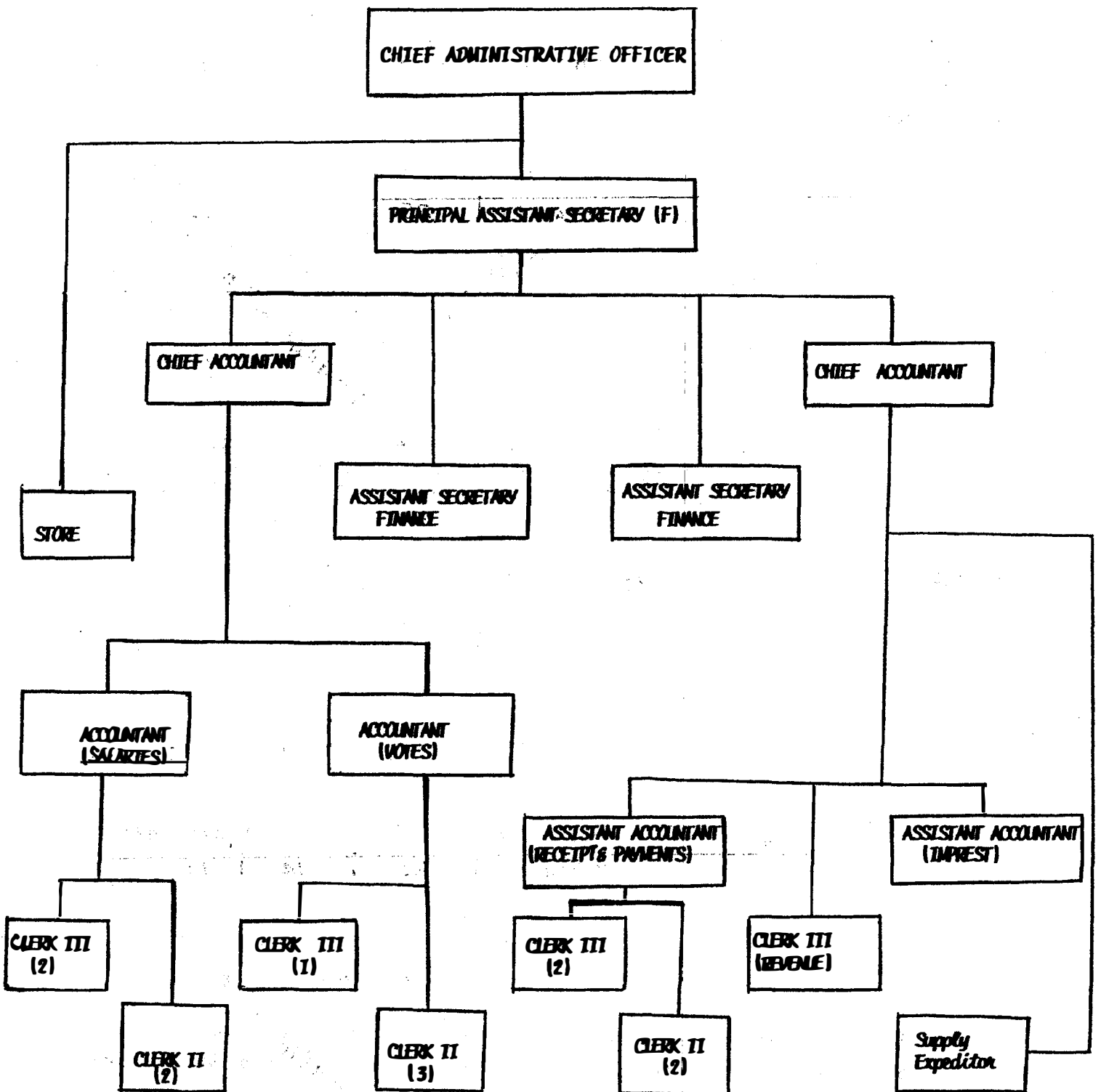
ORGANIZATION AND MANAGEMENT

- (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 five (25) officers including two (2) Chief Accountants, two (2) Assistant Secretaries (F), three (3) Accountants, two (2) Assistant Accountants, six (6) Clerk III's, seven (7) Clerk II's one (1) Supply Expeditor and one (1) Voucher Room Attendant.
- (c)

POSITIONS	POSITIONS	POSITIONS FILLED	VACANCIES
Principal Assistant Secretary (F)	1	1	-
Chief Accountant	2	2	-
Assistant Secretary (F)	2	1	1
Accountant	3	2	1
Assistant Accountant	2	1	1
Clerk III	6	3	3
Clerk II	7	7	-
Supply Expeditor	1	-	1
Voucher Room Attendant	1	1	-

3.2.6.4.

ORGANIZATION STRUCTURE - FINANCE DIVISION



3.2.6.5

STORES DIVISION:

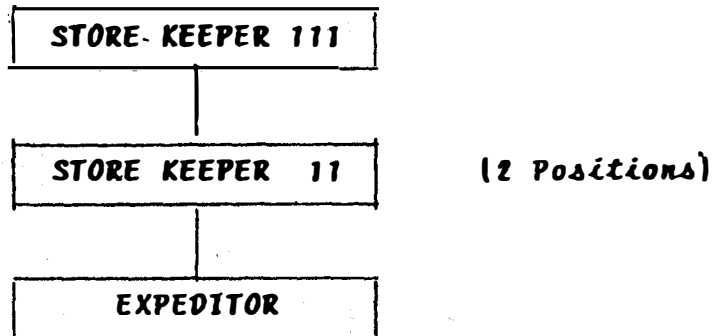
3.2.6.5.1 MAIN OBJECTIVES:

- (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)

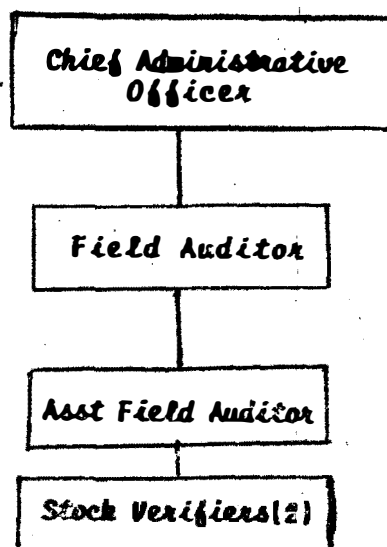
3.2.7.2.2

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**

To ensure the implementation of effective personnel policies within the framework of the Public Service Rules, Public Service Commission Rules, Regulations, Circulars, and other conventional personnel practices in force, thereby ensuring a harmonious industrial relations climate.

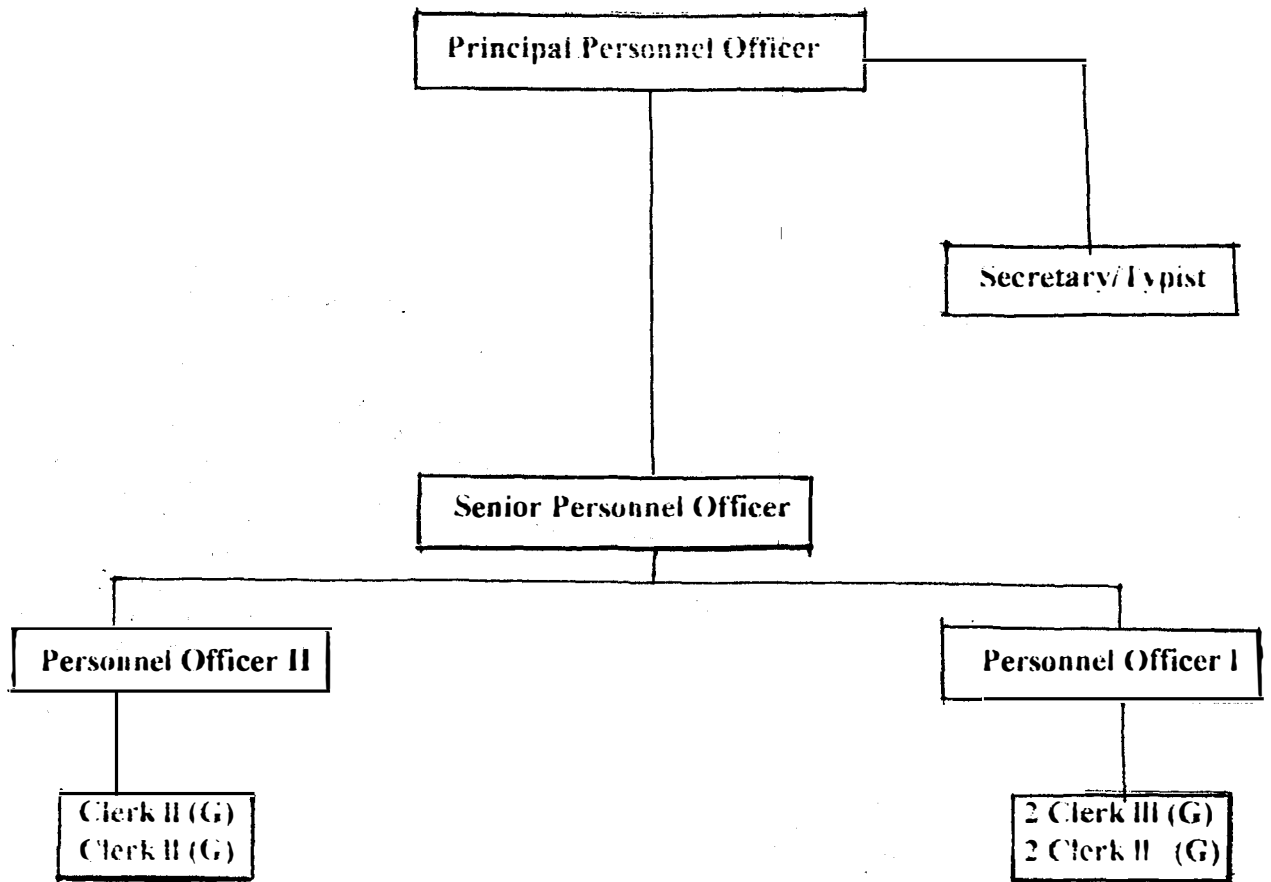
**3.2.8.2 ORGANIZATION AND MANAGEMENT:** The Division is headed by a Principal Personnel Officer who is assisted by a Senior Personnel Officer (ag) stationed at Public Service Management, two Clerk II sharing the duties of Personnel Officer II, one Clerk II performing the duties of Clerk III, and one other Clerk II.

**3.2.8.3 The Division was responsible for the following areas:**

- . Provide guidance and advice to the Senior Management Team of the Office of the President on all aspects of personnel management/administration.
- . Ensure that Heads of Department and Supervisors are familiar with and adhere to the Public Service Rules, Public Service Commission Rules, Regulations, Circulars and all other documents pertaining to personnel policies and practices;
- . Advise employees of their conditions of service and concessions and ensure the efficient examination and processing of claims and allowances;
- . Facilitate the training and development of staff;
- . Maintain accurate personnel data records of employees;
- . Maintain an up-to-date record of service for all employees;
- . Identify staffing needs and take appropriate action for the filling of vacancies;
- . Process placement and replacement of staff;
- . Mediate in disputes between supervisors and subordinates and provide counselling where necessary;
- . Process allegations/recommendations for disciplinary action against employees;
- . Oversee the staff performance appraisal process;
- . Monitor leave roster to ensure that, whenever possible staff apply for leave as indicated on it.

3.2.8.4

PERSONNEL DIVISION:  
ORGANIZATIONAL STRUCTURE



3.2.9

SUBVENTION AGENCIES

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

3.2.9.2 The following agencies also receive funds for their operations from this Office: The Joint Intelligence Coordinating Centre, Customs Anti Narcotic Unit, Guyana Management Institute, National Data Management Authority, Institute of Applied Sciences, Guyana Natural Resources Agency and the Environment Protection Agency.

3.2.10

JOINT INTELLIGENCE CO-ORDINATING CENTRE

3.2.10.1 The Joint Intelligence Co-ordinating Centre was conceptualised by the U.S. State Department for dealing with the Illegal Trade and Use of Narcotic Substances.

3.2.10.2 The aims and objectives are to collect intelligence from various sources, which is collated, disseminated and recorded. Dissemination is generally to Law Enforcement agencies to assist in their interdiction efforts and to inform Government in order to facilitate their planning and formulation of policy to combat their illegal trade.

3.2.10.3 The principal J.I.C.C. is located at El Paso, Texas, U.S.A. - the El Paso Intelligence Centre (E.P.I.C.) which is linked to participating J.I.C.C.s located in several Latin American and Caribbean countries, including:

Costa Rica  
Dominican Republic  
Guatemala  
Panama  
Jamaica  
Barbados  
Trinidad  
Guyana

3.2.10.4 All the J.I.C.C.s are linked to each other by various means of communication, including computer modems and information is exchanged between them on trends, movement of vessels and persons and other data.

3.2.10.5 In each participating country, the J.I.C.C. is supported by smaller Joint Intelligence Centres of the Security Forces - Army, Police, Customs, etc. The U.S. State Department assists the J.I.C.C.s with equipment, training, etc.

3.2.10.6 Plans to set up the J.I.C.C. in Guyana and its supporting arms - J.I.C.s of the G.D.F., Police and Customs got underway in the first part of 1993.



3.2.10.7

In the 1996 approved National Drugs Master plan, the J.I.C.C. had been assigned the role of being totally responsible for the co-ordination of all intelligence matters. As the Centre was recently set up, no definitive structure was laid down but using examples from other J.I.C.C.s, the structure should be as follows:-

- (a) One Director
- (b) Systems Co-ordinator
- (c) Computer Specialists
- (d) Data Entry Clerks
- (e) Data Analysts
- (f) Investigators

3.2.11

**CUSTOMS ANTI NARCOTIC UNIT**

3.2.11.1

Cabinet mandated the creation of the Customs Anti Narcotic Unit (CP (94) 6:2:F) in June 1994, a strategy that identified Cabinet's concerns about the deficiencies in the customs sector, the main sector in which illegal drugs entered and left Guyana. The Unit was implemented in 1995 to act within the parameters of the Customs Act 82:01 and by the provisions of the Narcotic Drugs and Psychotropic Substances (Control) Bill 1988.

3.2.11.2

The officers employed are primarily current and retired commissioned and non-commissioned officers from the Guyana Defence Force and the Police Force.

3.2.11.3

By law, the area of activity includes airports, seaports and the border. The responsibilities are physical surveillance and monitoring, data collection and analysis, interdiction, reporting and networking. The line of reporting is directly to NANCOSM via the Head of the Presidential Secretariat.

3.2.11.4

Because of the scope of work, operations had to be implemented in 4 phases. The Unit implemented part of Phase 1 during 1997, i.e., physical monitoring of Timehri and Ogle airports, information gathering, and development of a computer database. The Unit has working relations with its Caricom, North American and European counterparts.

3.2.12

CASTELLANI HOUSE

3.2.12.1

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.

3.2.12.2

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.

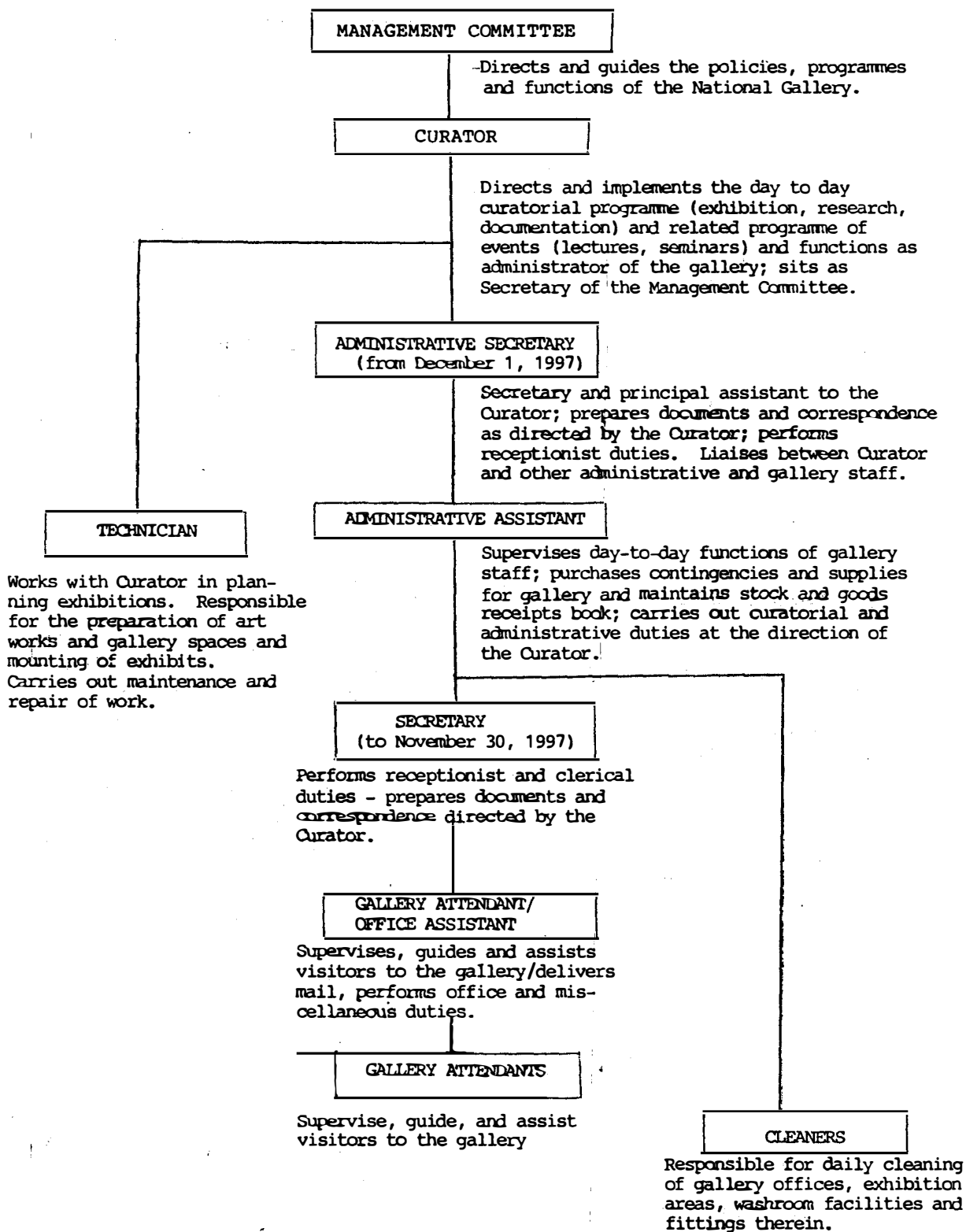
3.2.12.2.1

Castellani House is managed by a Committee and has a Curator who is responsible for day to day operations. See the organizational structure on page 32.

3.2.12.2.2

A Director of Administration (a management Committee member/senior member of staff) is still needed to deal with administrative matters e.g. staffing, budgeting and future fund-raising and revenue earning, thereby allowing the Curator to concentrate on curatorial matters of research and documentation of the National Collection, on contemporary art and preparation of exhibitions.

ADMINISTRATIVE CHART



3.2.13

PRESIDENTIAL GUARD

3.2.13.1

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.

3.2.13.2

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.

3.2.13.2.1 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.

3.2.13.2.2

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.

**3.2.13.2.3 The Uniform Section:**

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

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

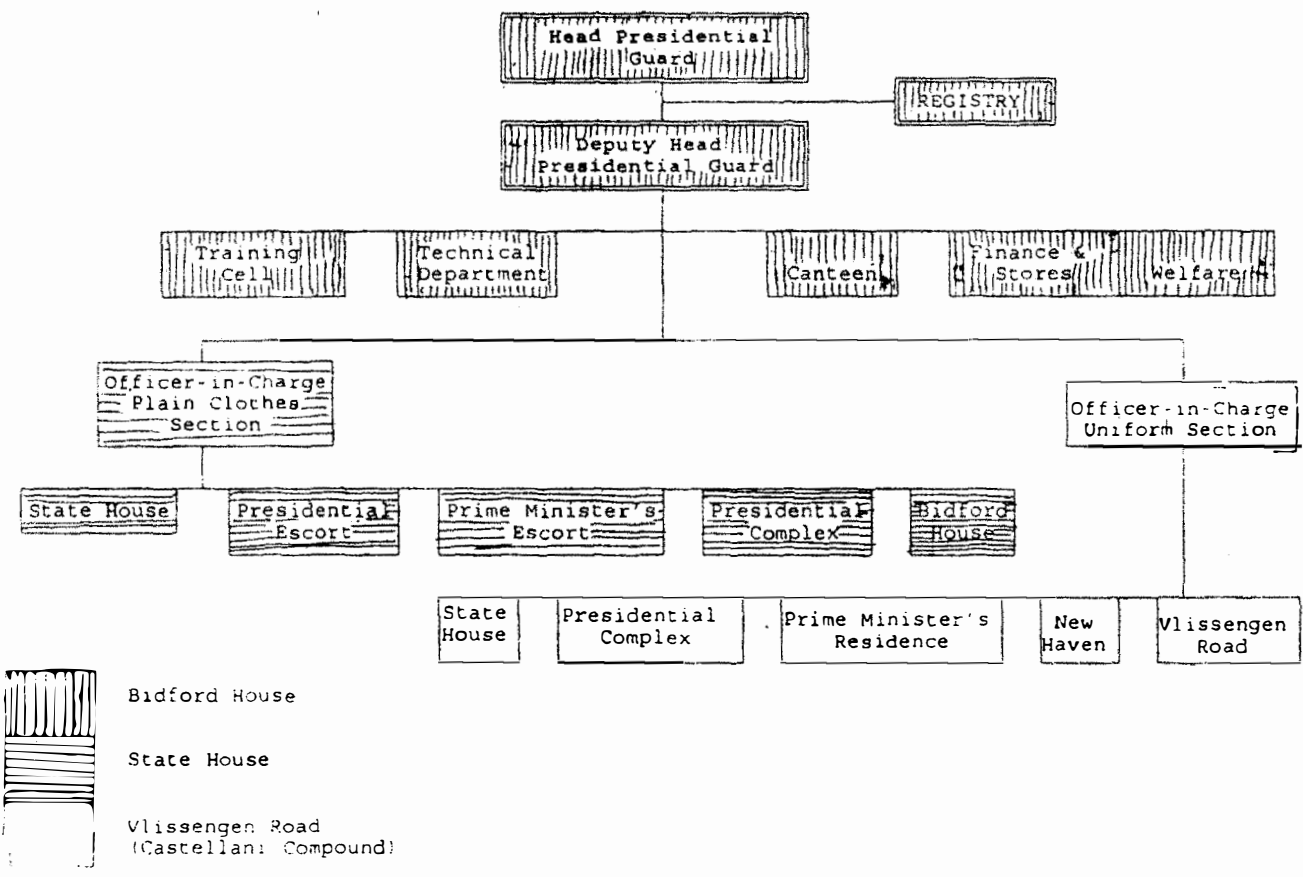
The presence of a body of men is also maintained at the Presidential Complex.

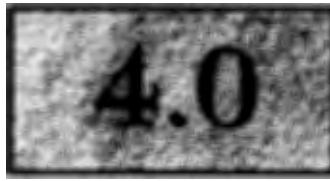
**3.2.13.2.4** The main function of the Uniform Section of the Presidential Guard is to provide what can be termed 'static security' for the President and Prime Minister.

**3.2.13.2.5** 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.

**3.2.13.3**

**ORGANIZATIONAL STRUCTURE  
PRESIDENTIAL GUARD**





**Summary and Review  
of  
1997  
Programme**

***PRESIDENTIAL  
SECRETARIAT***

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

##### **4.1 HEAD, PRESIDENTIAL SECRETARIAT SECTION**

**4.1.1** This review covers the following sections:

- Confidential Secretariat, H.P.S.
- Cabinet Secretariat
- Defense Board Secretariat

**4.1.2** The organisational chart and the staff complement remained unchanged in 1997. This fact contributed to improvements overall in efficiency and effectiveness of work performance.

**4.1.3** The Confidential Secretariat of the H.P.S. handled all data processing and record keeping functions of the office. Staff developed flexibility in functions and was exposed to training courses outside the institution. The work programme was adequately discharged in 1998.

**4.1.4** The Cabinet Secretariat remained a challenge in 1997. While in general the performance was adequate, the organisational aspects of the section continued to be problematic. There was stability in the staff complement but the work environment lacked proper integration of tasks. Those aspects of the work programme dealing with Cabinet Meetings were adequately addressed.

**4.1.5** Hardware and software computer deficiencies had to be corrected and physical space remained inadequate. The Data processing aspects were not properly addressed so there continued to be an accumulation of records needing processing for archival purposes.

**4.1.6** Cabinet Monitoring Unit was practically dormant as only a few assignments were provided.

**4.1.7** The Defense Board Secretariat's work programme was achieved in 1997. Notwithstanding this factor, there continued to be problems with the organisation of work that was characterized by large fluctuating in volume on a regular basis. The handling of this reality remained inadequate in 1997.

**4.1.8** Work involving Defense Board Meetings was carried out according to the programme and data processing functions were essentially adequate.

**4.1.9** The work of the HPS's Annexe was negatively influenced by deficiencies in physical space for staff and storage of information.

## **4.2 THE CONFIDENTIAL SECRETARIAT**

**4.2.1** This section experienced the normal changing around of staff as the Office of Presidency was held by Dr. Cheddi Jagan, Mr. Samuel Hinds and Mrs. Janet Jagan for three different periods during the year. However the same staffing structure was retained throughout the year and the secretariat was able to successfully carry out its duties of providing efficient secretarial services to the President.

**4.2.2** One member of staff, Miss Imogene Crawford who worked for a very long time in this section retired during the year.

## **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 year the Division continued to function without the services of its Word Processor Operator and suffered in its computer work as a result of her transfer. As a consequence the Typist/Clerk has been performing the duties of Confidential Secretary.

**4.3.2** Mr. E. V. Persaud was re-engaged on a 1 year contract as Protocol Adviser with effect from March 1, 1996. He 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.

**4.3.3** Efforts were still pursued to determine the possibility of striking medals locally at a reasonable cost to eliminate the backlog of medals to be awarded to the Disciplined Services.

**4.3.4** The review of the year's programme would be done in three sections, namely A, B, and C, to cover the periods when Presidents Cheddi Jagan, Sam Hinds and Janet Jagan functioned in that office.



SECTION A

- 4.3.5** His Excellency had over twenty (20) local functions and sixteen (16) courtesy calls, including 6 from the Diplomatic community. He received Letters of Credence from two Ambassadors and received them on courtesy calls. His Excellency visited Region 3 and attended 1 Diplomatic Reception.
- 4.3.6** His Excellency hosted a working breakfast for a visiting Suriname Ministerial Delegation.
- 4.3.7** His Excellency addressed:-
- (a) A Brunch to mark the birth anniversary of Dr. Martin Luther King.
  - (b) The Guyana Defence Force Annual Officers' Conference.
  - (c) The Opening Session of the Regional Integration Fund Meeting arranged by the CARICOM Secretariat and Guyana.
  - (d) The Inaugural Meeting of the IWOKRAMA Board of Trustees (he also unveiled the plaque for the Inauguration).
- 4.3.8** His Excellency handed over the Instruments of Appointment to Justice Prembishaal Persaud as Justice of Appeal and to Messrs. C. Singh, D. Trotman, D. Hanomansingh and D. Bissessar as Puisne Judge.
- 4.3.9** His Excellency fell ill on the evening of February 14, was taken to Walter Reed Medical Centre in Washington, DC on the following day and died on March 6. The body of the late President was brought back to Guyana on March 7 and cremated at Babu John Cemetery, Port Mourant on March 12.
- 4.3.10** On the departure of President Jagan for Washington, DC the Hon. S.A. Hinds, Prime Minister, was sworn-in by Hon. C.C. Kennard, Chancellor, on February 15 as President.

SECTION B

- 4.3.11** His Excellency was fully involved in the arrangements for the cremation of the former President.
- 4.3.12** On March 17, Mrs. Janet Jagan, O.E. and Hon. R.D. Persaud, O.R., M.P. were sworn-in by His Excellency as Prime Minister and Vice-President.
- 4.3.13** His Excellency had over two hundred and thirty (230) local functions and was accompanied by Her Excellency to several of those. His Excellency visited all the Regions and held public, community, 'bottom-house' and individual meetings in order to learn the problems facing the entire nation, at the regional and national levels.

**4.3.14** Her Excellency continued her involvement as Head of the Guyana Relief Committee and had an exacting schedule of local engagements. In addition, Her Excellency joined the President during the CARICOM Summit in Jamaica and represented Guyana at the 1st Ladies of the Americas Conference in Panama.

**4.3.15** Their Excellencies attended twelve Diplomatic Receptions, the majority to mark the national days of the countries whose Envoys hosted them. Their Excellencies hosted eight Receptions and His Excellency, one Dinner.

**4.3.16** His Excellency received credentials from the Envoys of Zambia, Bolivia, Bangladesh, Barbados, The Democratic People's Republic of Korea, The United States of America, Colombia and Suriname who paid courtesy calls immediately after the presentation ceremony.

**4.3.17** Fourteen courtesy calls were made by prominent persons on His Excellency, including the Secretary-General of the Association of Caribbean States and the Heads and Members of Election Observer Teams. His Excellency signed 5 Memoranda of Understanding on behalf of the Government of Guyana.

**4.3.18** In addition, His Excellency visited Mr. Moses Rampersaud on his 100th birthday and delivered the main address at the following:-

Rotary World Understanding Dinner

Flag-Raising on 22 February

Annual Police Officers' Conference

Caribbean Conference of Auditors-General

113th Guyana Teachers' Union Annual Delegates Conference

Linden Town Day

Flag-Raising on 25 May

Enmore Martyrs' Day

Investiture '97

Remembrance Day Service

**4.3.19** His Excellency also delivered the feature address at the Commissioning of Guyana Electricity Corporation facilities at Wakenaam, Garden of Eden, Sophia, Leguan and Gangaram.

**4.3.20**

The following overseas visits were made by His Excellency:-

- Trinidad and Tobago - Inauguration of President A.N.R. Robinson
- Miami - Investing in the Americas '97 Mining Conference
- Barbados - CARICOM/US Summit
- New York - United Nations' General Assembly Special Session on the Environment
- Jamaica - CARICOM Summit

SECTION C

**4.3.21**

General Elections were held on December 15 and Hon. Mrs. Janet Jagan, O.E. was sworn-in as President by the Hon. C.C. Kennard, O.R., Chancellor.

**4.3.22**

Her Excellency swore-in five Ministers and the Head of the Presidential Secretariat on December 22 and thirteen Ministers on December 24.

**4.3.23**

Her Excellency had a full period of engagements to the end of the year.

**4.3.24**

The Division was called upon to arrange a Hero's funeral for the late Martin Carter, O.R., C.C.H., and received every assistance from the Guyana Defence Force and the Guyana Police Force as well as other Agencies.

**4.3.25**

The Division wishes to record its appreciation to all the Agencies, both Governmental and non-Governmental, for all the assistance it was rendered during the course of 1997.

4.4

ADMINISTRATIVE DIVISION

4.4.1 This year the Division continued to show progress. Most of the targets set were achieved and those that were not met were in the process of completion.

4.4.2 It was most heartening to see various members of staff undertaking training to improve their skills and/or knowledge in fields that were job-related and also outside their areas of work.

4.4.3 However, absenteeism and latecoming continued to be two (2) of the main "bug bears" in the Division.

4.4.4 The Internal Directory was updated but at year-end was still in draft form as we were awaiting any changes that may have resulted after elections.

4.4.5 The Registry and to a great extent, the Office Assistants' Pool were the only areas experiencing staff shortages and turnover of staff.

4.4.6 TRANSPORT POOL

4.4.6.1 The Transportation Pool functioned effectively during the year. Downtime was minimal because of the better vehicles in service.

4.4.6.2 Some "hic-cups" were experienced with the bus PDD 4207 which was due for a complete overhaul and body-work. Unfortunately our financial position precluded work on this vehicle. It is anticipated that funds will be available to effect the necessary works early in the new year.

4.4.6.3 The Division acquired a new truck in December so the last of the direlict vehicles, Suzuki Pick-up PCC 9230 will be put up for sale.

4.4.6.4 As usual several requests for assistance with transportation from other agencies were satisfied. Among these were the Presidential Guards, Public Service Management, Castellani House, the Ministries of Information, Foreign Affairs and Legal Affairs.

4.4.7 REGISTRY

4.4.7.1 The Registry was able to complete all but two (2) of its targets. The index for the General Files was incomplete as well as the changing of file jackets that were in a shabby condition. These two (2) projects are slated for completion early in 1998.

4.4.7.2 The rate of absenteeism through illness and lack of punctuality was on the increase. However, because of the camaraderie existing in the section, the staff was able to complete their work assignments.

4.4.7.3 The undermentioned persons were afforded the opportunity to act up when their supervisors proceeded on vacation leave:-

- a. Ms Winifred Dundas, Assistant Secretary acted as Principal Assistant Secretary;
- b. Ms Desryn Softleigh, Registry Supervisor acted as Administrative Assistant and Assistant Secretary;
- c. Ms Roxanne Barratt, Telephonist II who is performing the duties of a Typist Clerk II acted as Registry Supervisor and Administrative Assistant;
- d. Ms Melanie Henry, Typist Clerk II acted as Registry Supervisor.

4.4.7.4 Ms Winifred Dundas, Administrative Assistant was appointed Assistant Secretary with effect from January 1, 1997 while Ms Desryn Softleigh,

Registry Supervisor was appointed Administrative Assistant with effect from June 6, 1997.

4.4.7.5

Ms Nadira Tackoordeen, Typist Clerk was transferred with effect from May 13, 1997 to function as Secretary in the Science and Technology Section. The void created by her absence was filled by the other staff members carrying additional duties. This continued until October 20, 1997 when Ms Wenetta Peters was recruited to fill the vacancy.

4.4.7.6

The staff in the Registry continued to upgrade themselves. Below is a list of those who attended training:-

<u>NAMES &amp; DESIGNATION</u>	<u>COURSE</u>	<u>DURATION</u>	<u>VENUE</u>
Ms D. Softleigh Administrative Assistant	Degree in Public Management	1994-1997	U. G.
Ms R. Barratt Registry Supervisor (Ag)	Industrial and Social Studies	Jan-Dec 1997	C. L. C.
Ms M. Henry Typist Clerk II	Industrial and Social Studies	Jan-Dec 1997	C. L. C.

4.4.8

GAZETTE SECTION

4.4.8.1

The Section was very prompt in submitting notices for publication in the Official Gazette. However, the Guyana National Printers Limited could not guarantee similar promptitude in the printing and delivery of the Gazette.

4.4.8.2

They were always delivered late, a week to three weeks in some instances, after the official date of publication. The outcome was that we bore the brunt of criticism from regular subscribers and those occasional purchasers of the Gazette.

**4.4.8.3** The sale of publications increased greatly this year because of the influx of persons acquiring new house-lots. It is a statutory requirement for transports, deeds of title, mortgages, etc. to be gazetted, hence the increased number of new purchasers of the Gazette.

**4.4.8.4** Ms Juainta Morrison, Clerk II attended the following training courses:-

<u>COURSE</u>	<u>DATE</u>	<u>VENUE</u>
Sociology	1996-1997	Distance and Continuing Education
Ordinary Diploma in Commerce	1996-1998	G. T. I.

**4. 4.9** CANTEEN

**4.4.9.1** The Canteen Manager, Ms Eileen Dick proceeded on pre-retirement leave with effect from February 17, 1997. The Office hosted a farewell function for her on February 14, 1997.

**4.4.9.2** The Canteen at New Garden Street ceased operations from March 1, 1997. The one at Waterloo Street continues to operate but under the management of a Public Service Management appointed Committee.

**4.4.10** TELEPHONISTS SECTION

**4.4.10.1** The Telephonists continued to discharge their duties in a very satisfactory manner. Most telephone calls were handled with promptitude. We experienced the usual problem periods with the older of the two switchboards.

**4.4.10.2** During the latter part of September the Telephonists were relocated to their new office adjacent to the Security Hut. However because the room is hot, the older switchboard is not functioning as well as it should.

**4.4.10.3** Ms Joy Blackman, Telephonist II has been upgrading herself in another field. She has been undergoing training at the Red Cross in the field of Home Nursing. She has completed Parts I and II and will be continuing next year.

**4.4.11** OFFICE ASSISTANTS POOL

**4.4.11.1** The Office Assistants as a group had the highest rate of absenteeism through sickness and late coming. Compounded with this was the shortage of staff at various stages during the year. Sometimes we had three or four Office Assistants to do the work of six. We had to resort to using vehicles to assist at times or lengthening their working hours to complete work assignments.

**4.4.11.2** Ms Jilly Gameer, resigned with effect from May, 1997, thus compounding the staff shortage. It was not until July 8, that we got a replacement, Mr Rodrick Toppin.

**4.4.11.3** However, by September 3, we had to release Ms Michelle Sewette to assist the Head of the Presidential Secretariat. We got a respite approximately one month later when Mr Adzil Cummings was recruited. Unfortunately our last two recruits did not stay very long. Mr Toppin left our employ on November 17,, while Mr Cummings departed on November 24.

**4.4.11.4** Since their departure efforts to fill the attendant vacancies have proven futile.



4.4.11.5 The persons listed below underwent training in the fields mentioned:-

NAME	COURSE	DATE	VENUE
Mr A. Williams	Industrial Relations and Sociology	Jan-April	C. L. C.
Ms D. Blair	Cake Decorating	Jan-April	Y. W. C. A.
Mr Q. Jones	Electrical Installation	Sept(2yrs)	G. T. I.

4.4.12 CLEANERS

4.4.12.1 The Cleaners had a good punctuality record but their rate of absenteeism was cause for concern. Some rotation of staff was done in an effort to place persons in new environments and also to assist late comers by placing them in offices nearer to their homes.

4.4.12.2 From the reports received the rotation has had the desired effects.

4.4.13

## MAINTENANCE DIVISION

**4.4.13.1** The year 1997 for the Maintenance Division was full of a hive of activities, most of which were unprogrammed works, but the division responded to the requests for repair works to be done, as best as it could. The planned work programme was therefore subject to amendment due to unscheduled work.

**4.4.13.2** The division also assisted with the preparations for many State functions and events. On many occasions short notice was given to the staff but on those occasions they were able to complete the tasks given.

**4.4.13.3** During 1997, this division suffered the loss of the Estate Superintendent, Mr. Roberts and one carpenter who retired and a labourer who was dismissed because of indiscipline. The division functioned with the following staff for most of 1997:

1	Estate Superintendent
1	General Foreman
3	Electrical Technicians
4	Electricians
3	Carpenters
1	Painter
8	Labourers
1	Pool Attendant
1	Machine Operator

**4.4.13.4** The staff concentrated on minor maintenance works such as cleaning of the compounds, routine carpentry and electrical works to offices and State residences, while major maintenance works were given out to contractors whose works were supervised on some occasions by the Maintenance staff and on other occasions by more capable personnel.

**4.4.13.5** Some of the more important projects covered during the year were the following:

### Painting

**4.4.13.6** Contracts were awarded for the painting of Public Service Management (Durban Street), Public Service Management ( Waterloo Street), Office Complex (Building A) , the Generator Room, Fence at Castellani Compound, JICC and CANU Building and the President's Residence.

### Carpentry

**4.4.13.7** Major carpentry works were done by Contractors at Public Service Management (Durban Street), the Generator room, Castellani House, Public Service Management (Waterloo Street), Guard Room at Castellani Compound, Office Complex, JICC and CANU Building and the President's Residence.

### Plumbing

**4.4.13.8** Plumbing works on defective toilets and sinks, rain water gutters, and down pipes, leakage and blockage also of pipes, etc. were done through contracts at Public Service Management (Waterloo Street), Castellani House, Public Service Management (Durban Street), Guard Rooms and Offices, State House, the Office Complex, JICC and CANU Building, Villa, Swimming Pool and Physiotherapy Building and the President's Residence.

### Electrical

**4.4.13.9** Electrical maintenance works such as installation of points and lights, replacing blown bulbs and tubes, locating and correcting faults, repairing electric fans and other apparatus at the various locations and water pumps' servicing were also done at various offices and residences through contracts.

**4.4.13.10** Air conditions and water-pumps' servicing was also done at various offices and residences through contracts.

**4.5.1**

## THE FINANCE DIVISION

The Accounts Division functioned without its full complement of staff and had a few resignations. This meant that with no additional staff joining the Section, the staff remaining had to do extra work on occasions to be able to effectively meet the targets and deadlines set.

**4.5.2**

The Central Accounting Unit continued with the additional responsibility of examining the accounts of the Presidential Guard, Castellani Committee, Environmental Protection Agency and the Joint Intelligence Co-ordinating Centre (JICC). Also, it prepared remittances and withdrawals for the various organisations such as the Institute and Applied Science and Technology (IAST), National Data Management Authority (NDMA), Guyana Natural Resources Agency (GNRA), Guyana Management Institute (GMI), Guyana Defence Force (GDF), and the Guyana National Service (GNS).

**4.5.3**

Most routine activities were carried out satisfactorily and on schedule.

**4.5.4** The Bank Accounts that were operated in 1997 included:

1. Office of the President Main Bank Account #3006
2. Office of the President Salaries Bank Account #3007
3. Head of the Presidential Secretariat Ordinary Imprest Account #3008
4. Head of the Presidential Secretariat Ordinary Imprest Miscellaneous Account #3009
5. Head of the Presidential Secretariat Standing Imprest Account No. 3010.

**4.5.5** Reconciliation of the Office of the President Main Bank Account No. 3006 was completed up to June 1997. The Statements for the months of July - September 1997 were received in October 1997, and in the same month Mrs. Dollette Powers, Accountant, who did the reconciliation for this account, resigned. The other statements for the months of October - December 1997 were received on February 11, 1998. An Accountant, Mr. Dereck Squires, was assigned to continue reconciling the Main Bank Account #3006.

**4.5.6** Reconciliation of the Office of the President Salaries Bank Account #3007 was done up to February 1997. The reconciliation for the months of March - September, 1997 could not have been completed because of discrepancies. Statements for the months of October - December 1997 were received on February 11, 1998.

**4.5.7** Efforts were made by the Supervisors to rectify these discrepancies but they were unsuccessful. A request was made to the resident Auditor for assistance. He accepted and is presently working on the statements.

**4.5.8** Reconciliation of Head of the Presidential Secretariat Ordinary Imprest Account No. 3008 was done up to the month of December 1997.

**4.5.9** Reconciliation of the Head of the Presidential Secretariat Ordinary Imprest Miscellaneous Account No. 3009 was done up to the month of December, 1997.

**4.5.10** Reconciliation of the Head of the Presidential Secretariat Standing Imprest Account No. 3010 was done up to the month of December, 1997.

**4.5.11** Some of the Staff members in the Central Accounting Unit completed developmental courses and some are presently pursuing studies in various disciplines, as indicated below:

1. Mr. Reginald Brotherson, Assistant Secretary (F), has completed the Diploma in Tourism Studies at the University of Guyana.
2. Miss Alexis Felix, Accounts Clerk III, has completed the Diploma in Accountancy at the University of Guyana and is presently pursuing the Degree in Accountancy.

3. Mr. Andre Daziel, Accounts Clerk III, is pursuing a Diploma in Accountancy at the University of Guyana.
4. Miss Jennifer Drakes, Assistant Accountant (ag.), is pursuing the Diploma in Accountancy at the University of Guyana.
5. Miss Paula James, Accountant (ag.), is pursuing a Degree in Economics at the University of Guyana.
6. Miss Rouchell Gill, Accounts Clerk II, Mr. Alwyn Williams, Accounts Clerk II, Miss Tracey Trotman, Accounts Clerk II, Ms. Ann Greene, Store Keeper II and Mr. Peter Moore, Accounts Clerk II, are pursuing the Basic Certificate in Accountancy Course at the Government Technical Institute.
6. Miss Zola Jeffery, Accounts Clerk II, is pursuing a course in Spanish at the Venezuelan Institute.

**4.5.12** With the Government's introduction of Programme Budgeting as the new form it would be applying in its financial operations, and the computerizing of the Accounting System in the Ministries/Departments, many staff members from the Principal Assistant Secretary (Finance) to the Class II Clerk levels attended several training courses and seminars (inhouse and at other locations) to equip themselves with the knowledge of dealing with the changes.

**4.5.13** There was one fraud uncovered which was promptly reported to the Police Department which took appropriate action that led to the officer involved being charged with criminal offences and making restitution of the money which was fraudulently converted.

**4.5.14** It is suggested that staff be chosen to attend more inhouse, local and overseas training courses as a way of developing themselves.

**4.5.15** The following page lists the main targets set by the division and the levels of success/failure achieved.

PROGRAMME/ACTIVITIES	TARGET SET FOR THE YEAR	TARGET ACHIEVED FOR THE YEAR	ANALYSIS OF SUCCESS OR FAILURE
Programme of documents and application for payment of contributions to International Organisations.	This is done quarterly	25%	Payments to International Organisations were frozen.
Reconciliation of Analysis of Revenue Accounts with 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 # 3008 and #3009.	This is done monthly	100%	-
Reconciliation of Head of the Presidential Secretariat Standing Imprest Bank A/C #3010	This is done monthly	100%	-
Reconciliation of Main Bank Account and Account #s 3006 & 3007	This is done monthly	50%	The Accountant who did the Reconciliation for Account #3006 resigned. But, another Officer is presently Reconciling this account. Account # 3007 has discrepancies which are being reconciled by the State Auditor.
Submission of Collectors' Cash Book/ Statements.	This is done monthly	100%	-
Preparation of Annual Draft Estimate	September – October	60%	The Estimate was submitted late to the Ministry of Finance because of the late submission of budgets from Sections of the Office of the President.
Reconciliation of previous Main Bank and Salaries Accounts #s 932 & 933	This is done monthly	25%	Source documents cannot be located which resulted to accounts not being reconciled.
Releases, Withdrawals and Remittances	Monthly	100%	-
Submission of Statement of Expenditure to Secretary to the Treasury	To be submitted by 7 <sup>th</sup> day of the following month	100%	-
Submission of Revenue Statements	To be submitted by the 2 <sup>nd</sup> working day of the following month.	100%	-
Submit Employers Income Tax Returns (Forms II) to Commissioner of Inland Revenue	To be submitted on or before 28 <sup>th</sup> February	100%	-
Submit Employees' Income Tax Returns to the Commissioner of Inland Revenue	Submitted on or before 30 <sup>th</sup> 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 Circular issued by the Accountant General's Department.

**4.6**

**THE STORES DIVISION**

- 4.6.1** One of the problems facing the Administration over the years was the poor functioning of the Store in which dishonesty, poor record keeping which resulted in large excesses and shortages of stock showing up, etc, were some of the noted weaknesses.
- 4.6.2** In 1997 two new officers were put in the Store and it was reorganized to facilitate the better laying out of and easy access to stock. This resulted in a marked improvement in the functioning and operations of the Store.
- 4.6.3** A stock verification exercise was conducted in the Store during the last quarter of 1997 and the few discrepancies which showed up and for which reasonable and acceptable excuses were given, attested to the fact that it was being properly managed.

**4.7**

**THE FIELD AUDIT SECTION**

- 4.7.1** During 1997 the acting supervisor of this section was promoted to the position of Assistant Field Auditor and with the three other staff members, they conducted twenty four (24) stock verification, inventory checks and special exercises.
- 4.7.2** Inventory checks were conducted at the Castellani swimming pool, Physiotherapy department, Canteen (New Garden Street), Government Information Service, Public Service Management (Waterloo Street and Durban Street locations), State House and the Presidential Secretariat.
- 4.7.3** A thorough physical stock count and examination of the Store was conducted in November.
- 4.7.4** The principal special exercises done by the Section involved the transfer of Canteen assets to the Ministry of Labour, Human Resources and Social Security, inventorizing of unserviceable items of the P.S.M. (Waterloo Street Office) and the transfer of Office of the President's items to other Ministries and Departments.
- 4.7.5** The unsatisfactory features highlighted in the reports of the abovementioned examinations were drawn to the attention of supervisors with a view to having them make the relevant changes as recommended.
- 4.7.6** The opportunity was taken by some staff members of this Section to upgrade themselves. Mrs. Eunice Scott successfully completed an Advance Report-writing Course sponsored by P.S.M. and Mrs. Evelyn Dos Santos participated in the Basic Certificate in Accountancy Course at GTI and the Industrial Relations and Sociology Course sponsored by the Critchlow Labour College.

4.8

**PERSONNEL DIVISION**

4.8.1 From the records kept by the Division the following statistics for the year 1997 are presented.

	O.P	P.S.M
Authorised Staffing 1997-01-01	211	132
Authorised Staffing 1997-12-31	211	124
Positions Filled at 1997-01-01	128	71
Positions Filled at 1997-12-31	118	88
Recruitment	6	26
Retirement	11	2
Dismissals	5	1
Transfers In	1	10
Transfers Out	4	-
Resignations	1	5
Number of persons who proceeded on vacation leave	79	60
Time-loss through lateness	976hrs	1018hrs
Sick leave utilized	779days	507days

4.8.2 Although the punctuality and absenteeism records showed improvement over the 1996 statistics, the performance of staff in these areas was not satisfactory.

4.8.3 Following is a review of the performance of the routine activities of the division.

Target set for the year	Target achieved	Analysis of success or failure
Monitoring of leave roster to ensure that staff applied for leave as indicated on roster.	100%	
Recording of all leave taken in	90%	Leave can only be recorded when leave forms are received in the Division.
Maintaining employees position records e.g. staff list, record of service and time-keeping statistics, leave register.	90%	All records of service not up to date
Training and staff development	100%	
Processing of employees' benefits	100%	



**4.8.4** During 1997, Mrs Julia Kendall, Senior Personnel Officer was promoted to the position of Principal Personnel Officer.

**4.8.5** Mrs. Michelle Tyrell-Christie, Clerk II (G), and acting Personnel Officer II, completed the Diploma Course in Public Administration at the University of Guyana. She commenced the Degree Programme in Public Administration at the same institution with effect from September 1997. Miss Merlyn Denny, Clerk II (G) finished her first year of a two-year course in Ordinary Diploma in Commerce at the Government Technical Institute. All staff members of the Personnel Division completed the four-week introductory training courses in computer studies at the National Data Management Authority, University of Guyana Campus.

**4.8.6** Miss Leiza Gomes Secretary/Typist, commenced a one year course in Secretarial Studies at the Business School, Brickdam, with effect from September, 1997.

#### **4.9**

#### **SUBVENTION AGENCIES**

**4.9.1** During 1997 the Office was responsible for granting subventions to eight (8) agencies under the Current Estimates and four (4) under the Capital Estimates. The Table which follows and which is self explanatory, shows those agencies, the amounts voted in 1997, the amounts released by this Office to them, and the excess or under releases.

**4.9.2** The Office of the President had no control over the actual expenditures committed by the agencies, which had their own management teams running their operations, but note needs to be taken that on the recurrent expenditure side, the Guyana Management Institute and Guyana Natural Resources Agency had to be given additional funds. On the capital expenditure side the Guyana Natural Resources Agency was given supplementary provision.

**TABLE ON SUBVENTIONS TO LOCAL ORGANIZATIONS IN 1997**

(Million Dollars)

<b>NAME OF ORGANIZATION (1)</b>	<b>VOTED PROVISION IN 1997 (2)</b>	<b>AMOUNT RELEASED BY OFFICE OF THE PRESIDENT (3)</b>	<b>EXCESS RELEASE/(Under Release) (4)=(3)-(2)</b>
<b>CURRENT ESTIMATES</b>			
(1) Castellani House	12.0	7.2	(4.8)
(2) Guyana Management Institute	14.5	22.5	8.0
(3) National Data Management Authority	11.0	11.0	-
(4) Guyana Natural Resources Agency	20.0	40.3	20.3
(5) Presidential Guard	58.6	54.6	(4.0)
(6) Joint Intelligence Coordinating Centre	5.0	3.5	(1.5)
(7) Environment Protection Agency	10.0	4.1	(5.9)
(8) Institute of Applied Science and Technology	15.0	14.9	(0.1)
<b>TOTAL</b>	<b>146.1</b>	<b>158.1</b>	<b>12.0</b>
<b>CAPITAL ESTIMATES</b>			
(1) Guyana Defence Force	74.2	74.1	(0.1)
(2) Guyana National Service	15.0	14.9	(0.1)
(3) Public Administration Project	254.6	175.1	(79.5)
(4) Guyana Natural Resources Agency	44.5	198.4	153.9
<b>TOTAL</b>	<b>388.3</b>	<b>462.5</b>	<b>74.2</b>

ITEM NO.	TARGET SET FOR THE YEAR	TARGET ACHIEVED	ANALYSIS OF SUCCESS AND FAILURE
1.	<p><u>THE MANAGEMENT COMMITTEE</u></p> <p>10 members: directing policies and programmes of the National Gallery of Art.</p>	Monthly meetings	<p>The membership of the Committee is currently 10 in number: Chairman, Deputy Chairman, the Curator sitting as Secretary, and 7 committee members. Ms. E. Bissenber became substantive Curator in June 1997, retroactive to August 1996.</p> <p>The Management Committee continued to function effectively with members promoting ideas, events and solutions to problems, and providing necessary support to the Curator in the presentation of gallery programme.</p>
2.	<p><u>STAFFING</u></p> <p>Eight full-time and one part-time member of staff: to maintain efficient functioning of the gallery.</p>	<p>A Curator, a Technician, an Administrative Assistant, a Secretary, one Office Assistant/ Gallery Attendant, two Gallery Attendants and two Cleaners.</p>	<p>The Technician was employed for a probationary three months period from January - March and subsequently confirmed in this position in April as a part-time 4-day week employee; a very essential and senior member of staff, key to aiding the Curator in the presentation of gallery events.</p> <p>The Secretary was moved from the ground floor to the first floor outside the Curator's office in July. After many months of general incompetence and particular instances of unprofessional conduct this employee was dismissed in August. A temporary Secretary provided excellent support from September - November. An Administrative Secretary at a level senior to the previous secretarial post, was employed on December 1.</p> <p>One Gallery Attendant resigned on December 31. The part-time Handyman was not re-employed, deemed unnecessary once a technician was on staff. There is however the possible need for an apprentice to be identified and trained as an assistant to the Technician.</p>
3.	<p><u>PERMANENT EXHIBITION</u></p> <p>i) <u>Display of National Collection Works rotated at intervals: first to third (attic) floors.</u></p>	<p>In the main gallery (first floor/second level): Works by women artists were hung in February - March to accompany a symposium to commemorate International Woman's Day (postponed due to the death of President Jagan and presented in April).</p> <p>The work was later taken down prior to treatment for termites in mid May, rehung in July, and later alternated with works from the collection being treated by visiting Conservator at the gallery until December 24.</p>	<p>Works were not rotated with the usual regularity; most were kept in storage due to expectation of imminent renovation of gallery areas.</p> <p>Exploratory treatment for termites led to drastic dismantling of walls and ceilings and an unsightly appearance to the main and (adjoining) small gallery.</p> <p>Work on the second and third floors drew a strong response, in particular the works of Philip Moore and Ron Savory, and recent acquisitions by younger artists. Prints and paintings by Ron Savory continued to generate sales.</p>

i) cont'd

In the small gallery (first floor): works from the UNESCO Carib Art travelling exhibition 1993 were presented to the collection and displayed - August 28 to mid-September.

The northern wing of the attic was closed to the public in May and used for storage and treatment of large-scale works, in particular those of Philip Moore.

An early Ron Savory painting was presented to the collection and hung with other Savory works from the collection and two rare works by Cletus Henriques received from a second donor - September 22 to late October.

The second and third floors continued to display work by National Collection artists and recent acquisitions to the collection.

ii) Maintenance of the National Collection: acquisitions through purchase and donation.

Twenty two works were acquired, eight being purchases by Castellani House (including a rare Aubrey Williams work), and fourteen donations, including four Carib Art pieces sponsored by the private sector, three rare paintings of the 1960s from a Canadian and a Guyanese donor, and a rare view of a Seawall ca. 1920 from a Guyanese donor.

Publicity about gallery events and in particular about acquisitions has been effective in establishing the National Collection as a possible recipient of work from potential donors and artists seeking support.

The Gallery also received six works by Wisconsin artists donated by Wisconsin-based Conservation Consultant at Castellani House: possibly the nucleus of a small international collection.

iii) Maintenance of National Collection: documentation - CATALOGING

The completion of the National Collection inventory by Curator - approximately 250 art works.

Cataloging of the collection remained uncompleted in 1997.

Due to the demands of presenting the annual programme of events at the gallery, the Curator was unable to return to the time-consuming project of documentation.

Assistance in this area is limited: the general level of administrative help has not inspired confidence; assistants for cataloging need to be persons who are literate, conscientious and have the ability to assess and summarise the contents of art work concisely. These are intellectual skills that are not readily available.

The possibility exists of a Burrowes School of Art graduate of proven ability being available for work on this project in 1998.

iv) Maintenance of National Collection - CONSERVATION

Cleaning, repair, and general restoration of works in the National Collection.

A UNESCO funded project in two stages (May-2 weeks and October-9 weeks) was successfully carried out by Conservator Anton Rajer. Many important art works were restored and displayed for examination by the Management Committee and the public.

The restoration project is uncompleted: approximately 350 works were treated with approximately 250 still needing attention. The use of apprentices not only as trainees but as assistants was not stressed enough prior to the start of the project: for this project to be completed their help was needed on a more regular (possibly daily) basis, than the part-time schedule that was in place.

The two apprentices on the project produced excellent work and have been identified as potential conservation trainees and staff members at the gallery.

v) Maintenance of National Collection: building of storage racks

Erection of racks for storage of paintings in western garage.

Racks were not built within the year. Advice from visiting Conservator confirmed that both garages were needed for storage of the collection.

There were many delays in the delivery of material from lumber yard which in turn delayed the start of construction of the racks. The gallery technician tasked with this project was in the majority occupied in working with the Curator in preparation of gallery events (preparation of gallery spaces and art work). It was decided by November that this project should be contracted out to the workmen engaged at the gallery to achieve progress in this matter.

4. TEMPORARY EXHIBITIONS

Application by groups, agencies or individual artists: ground floor.

The following exhibitions took place:

- i) 'Unity in Diversity' artists (from December 1996) paintings, sculpture and ceramics - to January 31, extended to February 8.

The gallery continued to be approached by artists, individually and in groups, wishing to present their works to the public.

A schedule of competitions such as Child Art Competition, Water Colour and Drawing competitions continues to be established at a national level, with the help of external agencies e.g. Ministry of Education and private sector sponsors.

ITEM NO.	TARGET SET FOR THE YEAR	TARGET ACHIEVED	ANALYSIS OF SUCCESS AND FAILURE
		ii) 'Caribbean Child Art Festival'- national level competition/ exhibition: February 18 to March 15.	
		iii) Exhibition: Conceptual Art of Mohamed Sheriff March 20 - April 6.	
		iv) Women Artists from the National Collection April 23 - May 4.	
		v) National Environmental Week Photographic Exhibition mounted by National Environmental Education Advisory Committee June 1 - 7.	
		vi) Presentation of prizes: Caribbean Child Art Festival regional competition- July 30.	
		vii) 'Expressions II' Exhibition: exhibition of eight artists July 31 - Aug. 30.	
		viii) Water Colour Competition/ Exhibition November 4-29.	
5.	<u>EDUCATION/ARTS PROGRAMME:</u> Lectures, symposia, performances - many ancillary to the gallery exhibition programme.	Events this year included two open-air programmes presented on the front (north west) lawns: i) Lecture discussion: the Conceptual Art of Mohamed Sheriff - Wednesday April 2. ii) Symposium: on women's issues 'Feminine Perspectives in the Arts II' (organized for International Women's Day) - April 23. iii) Slide Lectures by visiting Conservator Anton Rajer - May. a) The Care of Paintings, Drawings and Works of Art on Paper. b) The History of the White House, Washington, D.C. c) The Work of American Architect Frank Lloyd Wright. d) The Restoration of the Sistine Chapel, Rome.	This programme has been notably successful in attracting participants and audiences of varying interests to contribute to the gallery's series of outreach events.  The gallery's activities in promoting arts programmes have been acknowledged as creating a centre for the arts in Georgetown.

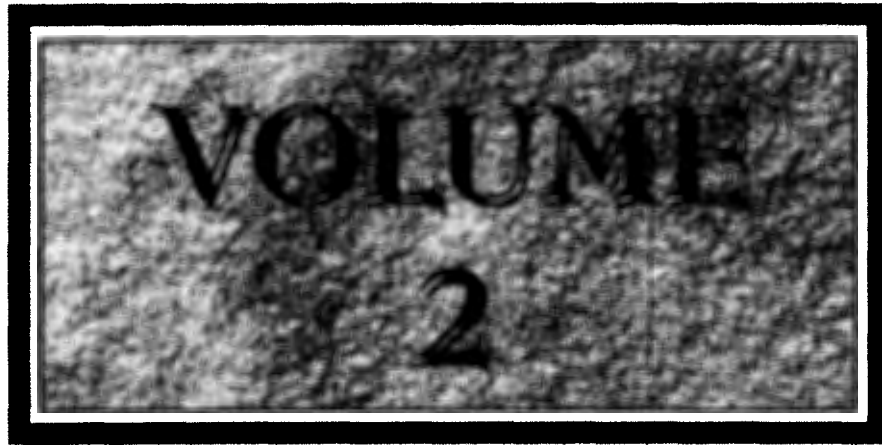
ITEM NO.	TARGET SET FOR THE YEAR	TARGET ACHIEVED	ANALYSIS OF SUCCESS AND FAILURE
		and November - December a) History of Winstor and Newton Artist materials. b) The restoration of daVinci's Last Supper. c) Folk Art in the United States. d) Identifying Art Forgeries.	
		4. Book Launching and Presentation of first Castellani House publication symposium papers on the art of Stanley Greaves, 'Overcoming the Void?' - May 30.	
		5. Performance Emancipation Programme presented by RAPAC, the organization for the Revival, Awareness and Perpetuation of African culture - August 8.	
		6. Poetry Reading and Discussion: launching of book by Guyanese poet Peter Jailall sponsored by Universal Bookstore - August 15.	
		7. Tribute to late Guyanese dancer Helen Taitt: presentation of photographs, poetry, dance and reminiscences - October 6.	
6.	<u>ORGANIZED TOURS/GENERAL VISITS</u>	There were as usual impromptu visits from schools and also those requested by prior letters of commission.  Visits by special guests and tourists also continued.	The general flow of visitors/ tourists was examined and a decision taken to amend the Schedule of Opening Hours: to include Monday (previously staff day off) as part of a complete working week and to close instead on Sunday and Saturday morning, and to open on Saturday afternoon. This arrangement was considered an experiment and for possible future review.  Exhibition brochures and catalogues continued to be given to teachers with student parties and sold to members of the public. A general gallery guide is still needed and possibly one specially for younger students.

ITEM NO.	TARGET SET FOR THE YEAR	TARGET ACHIEVED	ANALYSIS OF SUCCESS AND FAILURE
7.	<u>LIGHTING OF THE GALLERY:</u> Two systems are in place i) G.E.C. ii) Stand-by generator	Constant lighting was ensured despite black-outs due to the existence of the stand-by generator operated by the Uniformed Guard - a generally reliable service.	Occasional problems were caused when this generator was out of service for replacement of parts. Bulbs and fittings have been replaced when necessary by the technician on the premises.  There has been concern however about the frequency of blown light-bulbs, possibly indicating faulty wiring. Extensive rewiring was recommended by the Architect supervising the renovation project, Mr. Albert Rodrigues, and this project was begun in November - December.
8.	<u>PURCHASE OF EQUIPMENT AND APPLIANCES</u>	There were no major purchases this year.	i) The water pump stolen in June 1996 needs to be replaced. Comparative prices for this have been acquired from suppliers.  ii) The computer began to be used on a regular basis in August, operated by a part-time assistant, from September to November by a temporary Secretary and in December by Administrative Secretary.  The computer printer however after intermittent problems was seriously malfunctioning in November; despite servicing and replacement of parts by technician, these problems remained. A recommendation has been made to dispense with further examination and repair and to acquire a new model.  iii) Consideration for the acquisition of a photocopying machine was addressed during the year by the Committee: concerns were raised about the expense of and maintenance of the purchase. The possibility however exists of funding from an international agency for the purchase of this item; tentative approval has therefore been given for such an acquisition, which will greatly improve the conducting of business and correspondence in the gallery office.
9.	<u>MAINTENANCE OF:</u> i) <u>LAWNS</u>	Carried out by National Parks Commission.	Cutting of lawns, trimming of hedges, and clearing of gutters is now done on a regular basis by crews from the National Parks Commission; a Groundsman has been deployed on a daily basis.



ITEM NO.	TARGET SET FOR THE YEAR	TARGET ACHIEVED	ANALYSIS OF SUCCESS AND FAILURE
ii)	<u>BUILDING</u>	Renovation works supervised and authorised by Office of the President.	<p>i) Replacement of shingle roof: the urgent problem of the leaking shingle roof was addressed through the intervention of the Office of the Head of the Presidential Secretariat. The old shingle roof was removed and replaced with zinc sheets during two weeks in early June. Rotten boards beneath zinc sheets were however not replaced as part of this job: this part of the project was therefore relegated for completion at a later time. In general however widespread leaking in many areas of the gallery ceased dramatically once the roof was replaced.</p> <p>ii) Guttering was however similarly seen as a project separate from roofing: this was carried out in October.</p> <p>iii) Treatment for Woodants: woodants nests continued to be found despite extensive treatment by Killet Pest Control. Regular visits by this company to examine and spray the building led to extensive dismantling of main gallery areas prior to impending renovation works. The Killet company has also worked in conjunction with builders supervised by S.M. Gafoor from the start of renovation work in November. Killet also continued to treat the building against infestation by insects and vermin.</p>
10.	<u>REDESIGN AND RENOVATION OF THE GALLERY BUILDING</u>	Approval was granted by the Office of the President in June for proposed renovation works designed and supervised by architect Albert Rodrigues. Approval for the selective tendering process was granted in October and waived after submission by the Management Committee to allow work to begin in November carried out by S.M. Gafoor, deemed 'Phase I: Emergency Works'.	Works began on the first floor in the southern half of the building to prepare office spaces for gallery administrative staff. Work proceeded swiftly though some delay was experienced due to conservation work on the National Collection being carried out in the smaller first floor gallery in the eastern half of the building. With the end of the conservation project on December 24 dismantling of the main gallery areas could proceed before the end of the year.

ITEM NO.	TARGET SET FOR THE YEAR	TARGET ACHIEVED	ANALYSIS OF SUCCESS AND FAILURE
11.	<u>SANITATION</u> Two staff members are responsible for cleaning in the gallery and City Council for garbage disposal in the compound.	Two cleaners have been adequate for the four gallery floors.  City Council services are reliable.	The garbage site in view of the back verandah still needs to have its concrete enclosing walls repaired to make this a more discreet area.  A replacement water pump is needed to ensure proper sanitation in the gallery facilities (see above, Purchase of Equipment).
12.	<u>FIRE ALARM SYSTEM</u> Three systems are in place but only one is functional.	Fire extinguishers were serviced and refilled where necessary (one functional system).	The two other systems - a) Fire Alarm System and b) Smoke Alarm System need to be repaired and reactivated.  Staff need to be trained in fire drill including handling of extinguishers.  Emergency exits have been identified and will be indicated by signs to be put in place.
13.	<u>USE OF LAWNS</u>	Applications for use of lawns from the public and from private agencies were refused. The area was effectively used for presentation of two Castellani House events during the year.	Use of the lawns is intended to be for Castellani House functions which will help establish gallery arts programme and public participation in this programme.
14.	<u>SECURITY OF</u>		
	i) <u>Compound</u> (24 hour Uniformed Guard, Office of the President	i) Guards are now more sensitive to the nature of the gallery and its programme of events geared for public participation and therefore public access.  Guards have been in the main alert and co-operative with gallery staff.	i) Officer-in-Charge of the Uniformed Guard has continued to be co-operative in working with the gallery administration in particular prior to special events and visits.
	ii) <u>Building, art works and staff</u>	ii) Security Guards within the gallery building have been acknowledged a necessity.	ii) With the completion of current renovation work it has been agreed that guards will be posted on gallery floors (at least two) and one at ground floor bag bay area, the latter being very essential in controlling and limiting the possibility of interference with art works and fittings in the gallery.



***PUBLIC SERVICE  
MANAGEMENT***



**D**escription of  
divisions and  
departments

***PUBLIC SERVICE  
MANAGEMENT***

5.1

PUBLIC SERVICE MANAGEMENT

5.1.1 The Public Service Management, Office of the President comprises the following divisions at the beginning of 1997.

- (1) Administrative Support Services
- (2) Training and Development
- (3) Scholarships Administration
- (4) Management Services and
- (5) Central Personnel

5.1.2 The following statistics were noted in 1997:

(1)	Positions filled as at 1997-01-01	-	71
(2)	Positions filled as at 1997-12-31	-	88
(3)	Recruitment	-	26
(4)	Resignation	-	5
(5)	Retirement	-	2
(6)	Dismissal	-	1
(7)	Transfer (in)	-	10
(8)	Transfer (out)	-	-
(9)	No. of persons trained	-	
(10)	Time Lost through lateness	-	1018hrs
(11)	Total sick leave utilised	-	507 days
(12)	No. of persons who proceeded on Vacation Leave	-	60
(13)	Authorised Staffing at 1997-01-01	-	132
(14)	Authorised Staffing at 1997-12-31	-	124

5.2

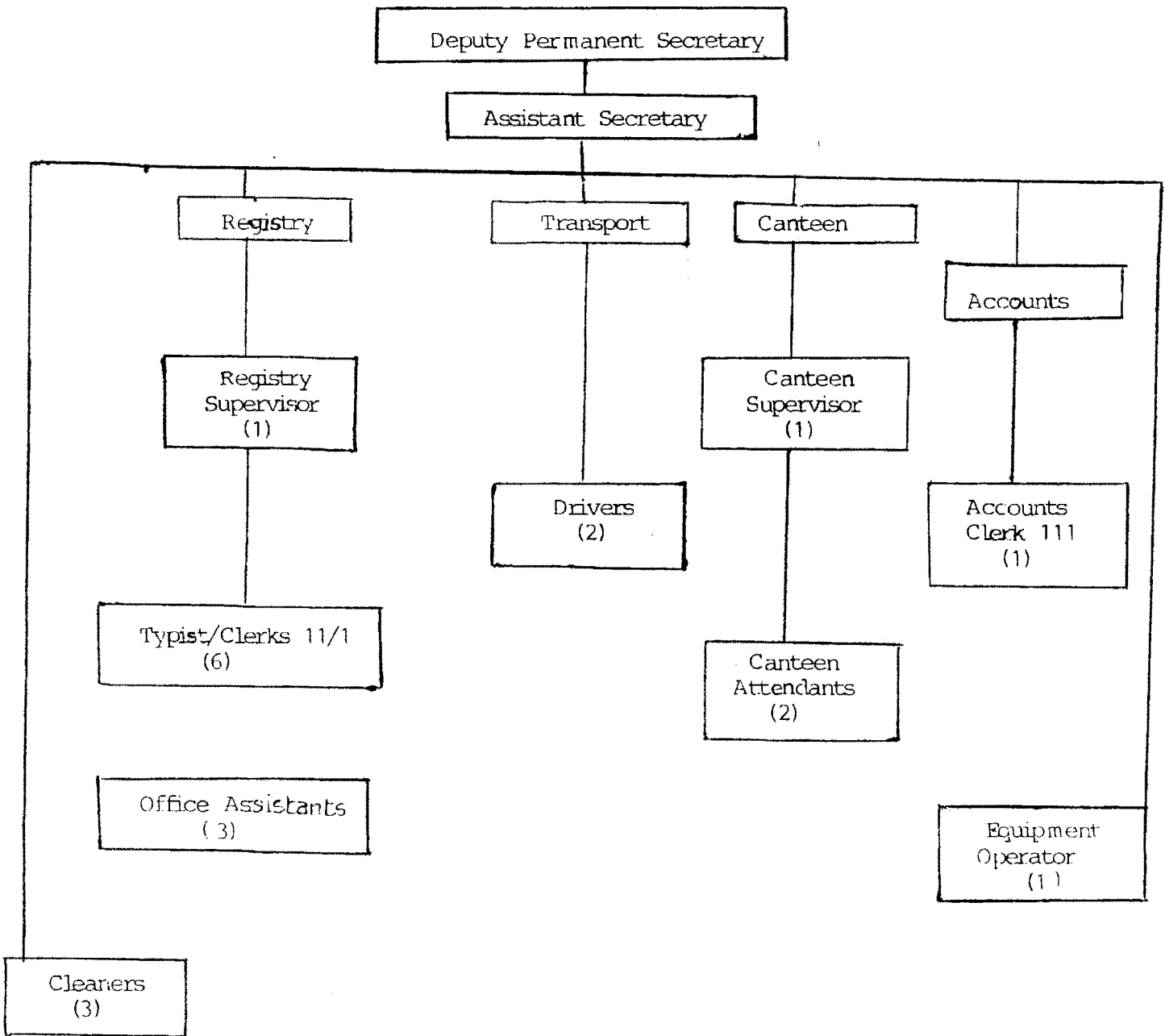
ADMINISTRATIVE SUPPORT SERVICES DIVISION

5.2.1  
MISSION STATEMENT

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

5.2.2  
ORGANIZATION AND MANAGEMENT

5.2.3 ORGANIZATIONAL STRUCTURE



#### 5.2.4

#### GENERAL OVERVIEW

The division functions as an arm of the Administrative Services 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) Providing a Canteen Service
- (iv) Providing, installing and maintaining office furniture and physical facilities
- (v) Typing and records management
- (vi) Providing and supplying all officers with sanitation and stationery materials
- (vii) Providing transportation and messengerial services.

*fall* The Division is directly responsible to the Deputy Permanent Secretary, its day to day administration/under the control of the Permanent Secretary, Public Service Management.

#### 5.2.5

#### DESCRIPTION OF SECTIONS

#### OFFICE MANAGEMENT

##### 5.2.5.1

The Division is headed by the Assistant Secretary who is responsible for:-

- Supervising the Registries within the Office of the President
- Ensuring that the building is adequately maintained in collaboration with the Maintenance Division at Office of the President
- Providing Secretarial services including typing, filing and records management
- Purchasing
- Supervising the Ministry's Accounts Section
- Providing transportation and messengerial services
- Providing and maintaining office furniture, equipment and physical facilities
- Providing supplying officers with sanitary and stationery materials
- Supervising the operation of the Canteen
- Supervising the Accounts Clerk 111, the Driver, Cleaners and Equipment Operator.

#### THE DIVISION COMPRISES:-

- (a) The Registry -- Supervised by the Senior Registry Supervisor

- (b) The Canteen Section - Supervised by the Canteen Supervisor
- (c) The Assistant Secretary who supervises the Cleaners, Accounts Clerk 111 (ag), Driver and Equipment Operator.

**5.2.5.2**

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 Services including typing and filing. This section is also responsible for Office Assistants services.

**5.2.5.3**

CANTEEN

The Canteen has an authorised establishment of one Supervisor and three Attendants.

The main objective of the Canteen is to provide cheap snacks and meals to staff, participants of training courses, public officers and meetings, etc.

**5.2.5.4**

TRANSPORT

This section has two authorised posts of Driver.

**5.2.5.5**

ACCOUNTING UNIT

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

There is one authorised position of Accounts Clerk 111 on the establishment.



**5.2.6 ADMINISTRATIVE DIVISION - STAFF CHANGES**

**5.2.6.1**

**(a) RECRUITMENT:**

- (1) Mrs Joylyn Callender, Typist Clerk 1, was recruited with effect from 1997-08-18.
- (2) Miss Melanie Wright, Typist Clerk 1, was recruited with effect from 1997-06-23.
- (3) Miss Margaret Timmerman, Internal Personnel, was recruited with effect from 1997-09-23.
- (4) Mrs Lois Douglas, Confidential Secretary, was recruited with effect from 1997-04-27.

**5.2.6.2**

**(b) TRANSFER:**

**EXTERNAL:**

Nil

**INTERNAL:**

- (1) Miss Claudine July, Typist Clerk 11, was transferred from Public Service Management Head Office to Training Division with effect from 1997-07-16 to function as Registry Supervisor.
- (2) Miss Carol King, Cleaner, was transferred from Secretariat, Office of the President to Public Service Management with effect from 1997-05-12.
- (3) Miss Joy James, Cleaner, was transferred from Training Division to Public Service Management Head Office with effect from 1997-05-12.

**5.2.6.3**

**(c) RESIGNATION:**

- (1) Miss Rhonda Monize, Canteen Attendant, resigned with effect from 1997-06-30.

**5.2.6.4**

**(d) RETIREMENT:**

- (1) Miss Dorothy Stuart, Canteen Attendant (Cleaner), retired with effect from 1997-11-01.

**5.2.6.5**

**(e) DISMISSAL:**

Nil

5.2.7

STAFF DEVELOPMENT

- (i) Ms A Gardner
  - (a) Induction Orientation Course with effect from 1997-02-17 to 1997-02-19 held at Training Division.
  - (b) Professional Secretarial Practice & English Language and Communication with effect from 1997-08-18 to 1997-08-21 held at Training Division.
- (ii) Mr John Chan
  - (a) Induction Orientation Course with effect from 1997-02-17 to 1997-02-19 held at Training Division.
  - (b) Office Assistant Course with effect from 1997-08-29 to 1997-08-30 held at Training Division.
- (iii) Ms A Hope
  - (a) Language and Communication for the Office with effect from 1997-03-03 to 1997-03-07 held at Training Division.
  - (b) Registry Management Course with effect from 1997-04-02 to 1997-04-03 held at Training Division.
- (iv) Ms M Wright
  - (a) Proficiency in Typewriting with effect from 1997-08-25 to 1997-08-28 held at Training Division.
  - (b) Induction Orientation Course held on 1997-11-20 at Pegasus.
- (v) Ms J Callender
  - (a) Induction Orientation Course held on 1997-11-20 at Pegasus.
- (vi) Ms D Seepaul
  - (a) Introduction of Work Improvement Team (WITS) Techniques with effect from 1997-08-27 to 1997-08-29 held at Tower Hotel, Facilitator Mrs Paulette Jumps-Barnaby.
  - (b) Integration Session and Strategic Planning Workshop with effect from 1997-11-26 to 1997-11-28 held at Pegasus Hotel - Facilitators Mr Earl Nesbitt, Ms Sandra Myers and Mr Anthony Watkins.
- (vii) Ms W Dundas
  - (a) Diagnostic Workshops with effect from 1997-10-07 to 1997-10-10 held at Park Hotel-Facilitator Mr Earl Nesbitt.
  - (b) Integration Session and Strategic Planning Workshop with effect from 1997-11-26 to 1997-11-28 held at Pegasus Hotel, Facilitators Mr Earl Nesbitt, Ms Sandra Myers and Mr Anthony Watkins.

- |        |   |     |  |
|--------|---|-----|--|
| (viii) | Administrative<br>Division                              | (a) | One Day Diagnostic Workshop was held on 1997-10-08 at Park Hotel for all staff in the Administrative Division. The Facilitator was Mr Earl Nesbitt.            |
| (ix)   | P.S.M Staff<br>including<br>Administrative<br>Personnel | (a) | Integration Session and Strategic Planning Workshop held on 1997-11-27 at Pegasus Hotel, Facilitators Mr Earl Nesbitt, Ms Sandra Myers and Mr Anthony Watkins. |

### **5.3**

### **TRAINING DIVISION**

#### **5.3.1**

#### **MISSION STATEMENT:**

To assist Ministries, Departments and Regional Administrations in the Efficient and Effective Development and Utilization of their Human Resources, so as to implement Government Policies.

#### **5.3.2**

#### **ORGANIZATION AND MANAGEMENT**

The Training Division is responsible for:

- a) the development, formulation coordination and implementation of policy for planning, managing, monitoring and evaluating training and development activities in the Public Service
- b) the planning, monitoring, evaluating and advising on staff development activities across the Public Service
- c) the supporting of the process of developing training policies and strategies by providing information and advice to senior management and to the Training and Development Committees
- d) the administration of all awards and scholarships funded by the Government of Guyana (under-graduate, post-graduate and short courses) as well as by external donor sources
- e) the advising on the effective utilisation of the scholarship awards and ensuring that awards reflect policy and sectorial priorities
- f) the continuous appraisal of training programmes against training requirements

- g) the long term forecasting of and planning for future training needs relevant to the development of Guyana
- h) the provision of functional advice and guidance to Ministerial/Departmental trainers and promoting and stimulating interest in training and development at all levels
- i) the provision of adequate library services for the Public Sector.

**5.3.3**  
**STAFFING:**

The staffing position at December 31, 1997 was as follows:

POSITIONS	NUMBER IN ESTABLISHMENT	APPOINTED	TEMPORARY	VACANT
1. Chief Training Officer	1	1	-	-
2. Deputy Chief Training Officer	1	-	1	1 (Manager Dev. & Op (ag))
3. Manager, Development and Operations	1	1	-	-
4. Senior Training Officer	1	-	1	1
5. Training Officers	6	5	-	1
6. Technician	1	1	-	-
7. Manager, Library	1	-	1	1 SAO (ag)
9. Librarian III	1	-	-	1
9. Librarian II/I	1	1	-	-
10. Library Attendant	1	1	-	-

POSITIONS	NUMBER IN ESTABLISHMENT	APPOINTED	TEMPORARY	VACANT
11. Manager, Planning Research & Analysis	1	1	-	-
12. Training Analyst	2	2	-	-
13. Research Assistant	1	-	1	-
14. Manager, Scholarship Administration	1	-	-	1 (Manager Tr. Admin (ag))
15. Senior Student Affairs Officer	2	-	-	2
16. Student Affairs Officer	8	2	3	3
17. Manager, Finance and Information	1	-	1	- (Manager Fin. & Admin (ag))
18. Senior Finance Clerk	1	-	-	1
19. Finance Clerk	1	1	-	-
20. Word Processor Operator	1	1	-	-
21. Administrative Assistant	1	1	-	-
22. Clerk II G	1	-	1	-
23. Registry Supervisor	1	-	1	-
24. Typist Clerk	5	1	4	-
25. Office Assistant	2	1	1	-
26. Secretary	1	-	1	(Steno. (ag)).
27. Cleaners	4	2	2	

5.3.4

RE-ORGANIZATION AND RESTRUCTURING

5.3.4.1

The Training Division emerged out of a restructuring and reorganization of the Training and Development and the Scholarships Administration Divisions.

5.3.4.2

The Training and Development Division was divided into four sections viz: *(See Chart on page 78)*

- (i) Internal Training Section
- (ii) Staff Development Section
- (iii) Training Administration Section
- (iv) Library Services.

5.3.4.3

The Scholarships Administration Divisions consisted of the following sections: *(See Chart on page 79)*

- (i) Scholarships
- (ii) Placement and Contracts
- (iii) Planning and Analysis
- (iv) Finance and Administration

5.3.4.4

As a result of the restructuring and reorganization there is now only one Division, the Training Division, being run by a Chief Training Officer and supported by a Deputy Chief Training Officer. Eight (8) Sections/Departments have been collapsed into five (5).

5.3.4.5

The Staff Development section has been subsumed under the new Scholarships Department; Placement and Contract is no longer a distinct Department and its functions have been integrated with those of the new Scholarships Department. The activities of the Training Administration Section have also been subsumed under the Scholarships Department. The creation of the position of Administrative Assistant provides the logistical support that previously used to be provided by the Training Administration Section.

5.3.4.6

The Training Division thus comprises the following Departments: *(See Chart on page 80)*

- (1) Development and Operations Department  
(formerly the Internal Training Section)

- (ii) Central Public Service Library
- (iii) Scholarships Department
- (iv) Finance and Information Department  
(formerly Finance and Administration)
- (v) Planning Research and Analysis

**5.3.5**  
**DEVELOPMENT AND OPERATIONS DEPARTMENT**

**5.3.5.1**  
**OBJECTIVES**

To plan, develop and implement relevant training programmes so as to assist Ministries, Departments, Agencies and Regional Administrations in the efficient execution of their policies and programmes.

**5.3.5.2**  
**GENERAL OVERVIEW**

The Development and Operations Department seeks to provide a wide range of training opportunities primarily to the Public Service, and to some extent, to the Public Sector.

Training opportunities are provided at the localised level.

**5.3.5.3**  
**LOCAL TRAINING**

**5.3.5.3.1**  
Local training is provided at

- a) Public Service Management
- b) Regional Administrations and other Government Departments as requested
- c) The Government Technical Institute and the New Amsterdam Technical Institute.

5.3.6  
**STAFFING**

The functions of this Department were carried out by the following staff:

POST	NO. IN ESTABLISHMENT	NO. FILLED	VACANCIES
Deputy Chief Training Officer	1	-	1 Manager Dev. & Op. (ag)
Manager, Development and Operations	1	-	1 Training Officer Acting
Senior Training Officer	1	-	1 Training Officer Acting
Training Officer	6	5	1
Training Technician	1	1	-
<b>TOTAL</b>	<b>10</b>	<b>6</b>	<b>4</b>

5.3.6.1

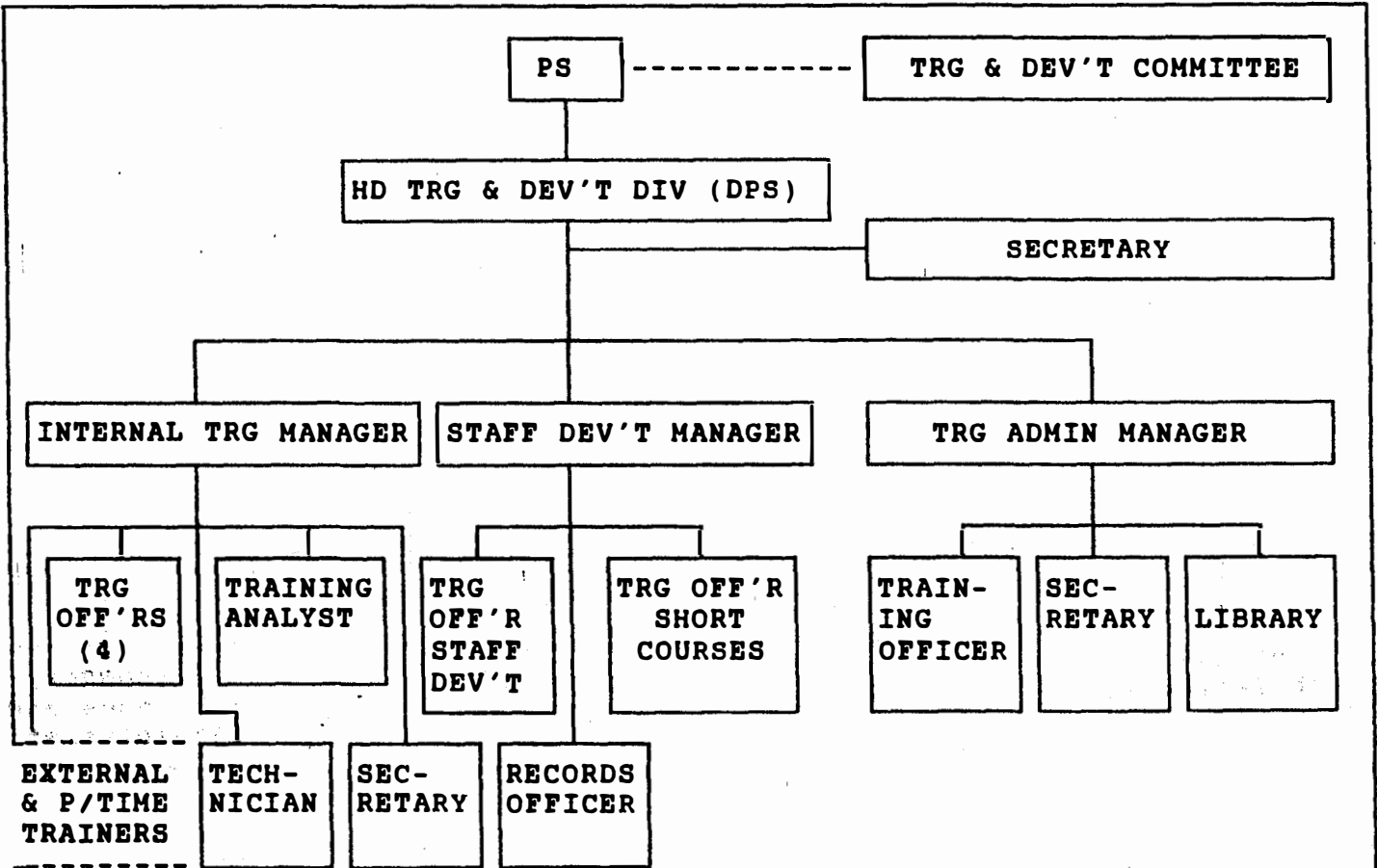
Typing services were provided by the Registry which has a complement of five (5) Typist/Clerks.

The services of a cadre of part-time Resource Personnel were also utilized as the need arose.



5.3.7

**TRAINING AND DEVELOPMENT DIVISION  
STRUCTURE**



**ROLES:**

Course development and delivery.  
Training needs analysis.  
Contracting for outside trainers.

**ROLES:**

Plan, monitor and advise on staff development.  
Evaluate short courses.  
Information and advice on short courses.

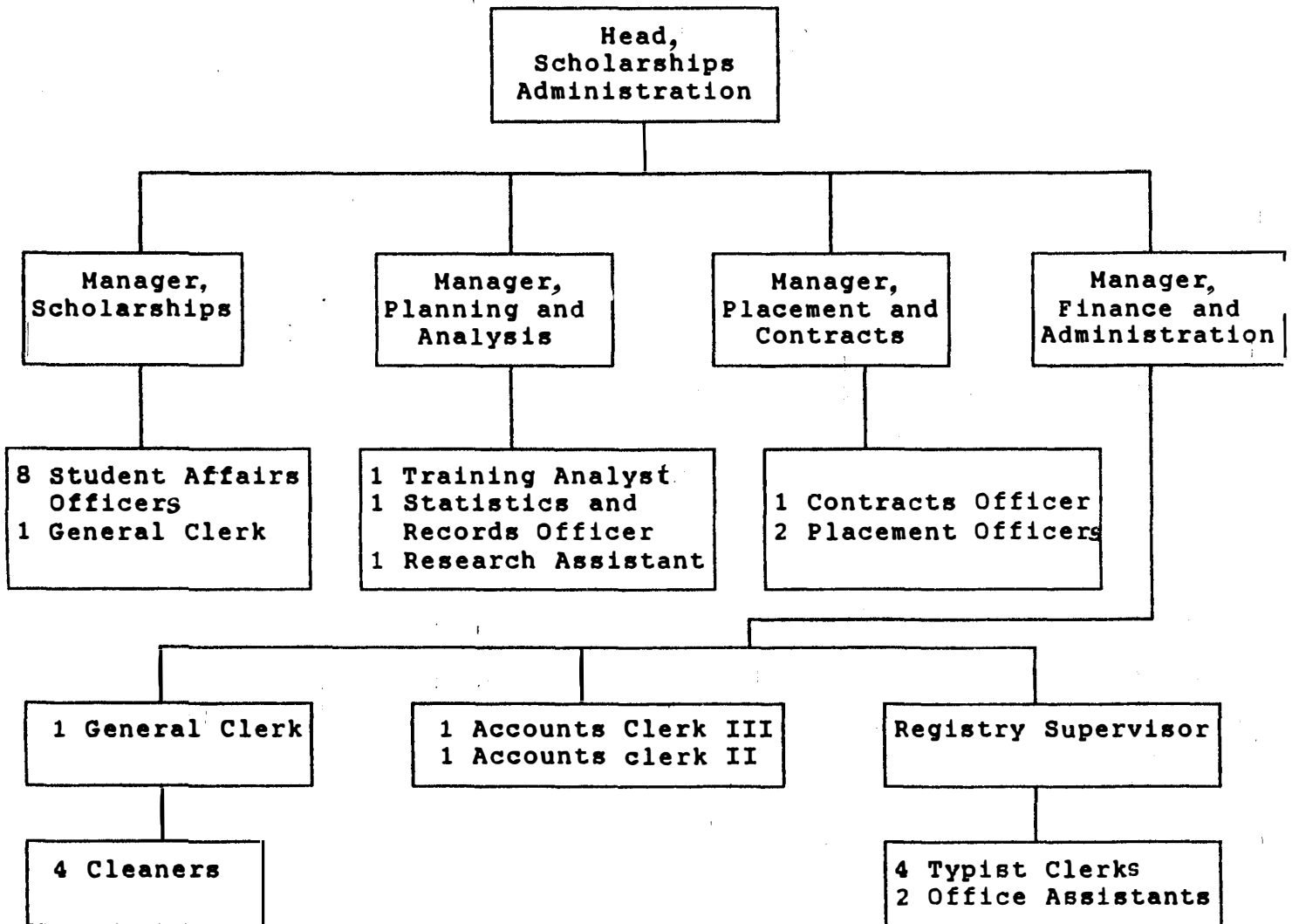
**ROLES:**

Course costings  
Training information  
Course bookings  
Training records and statistics

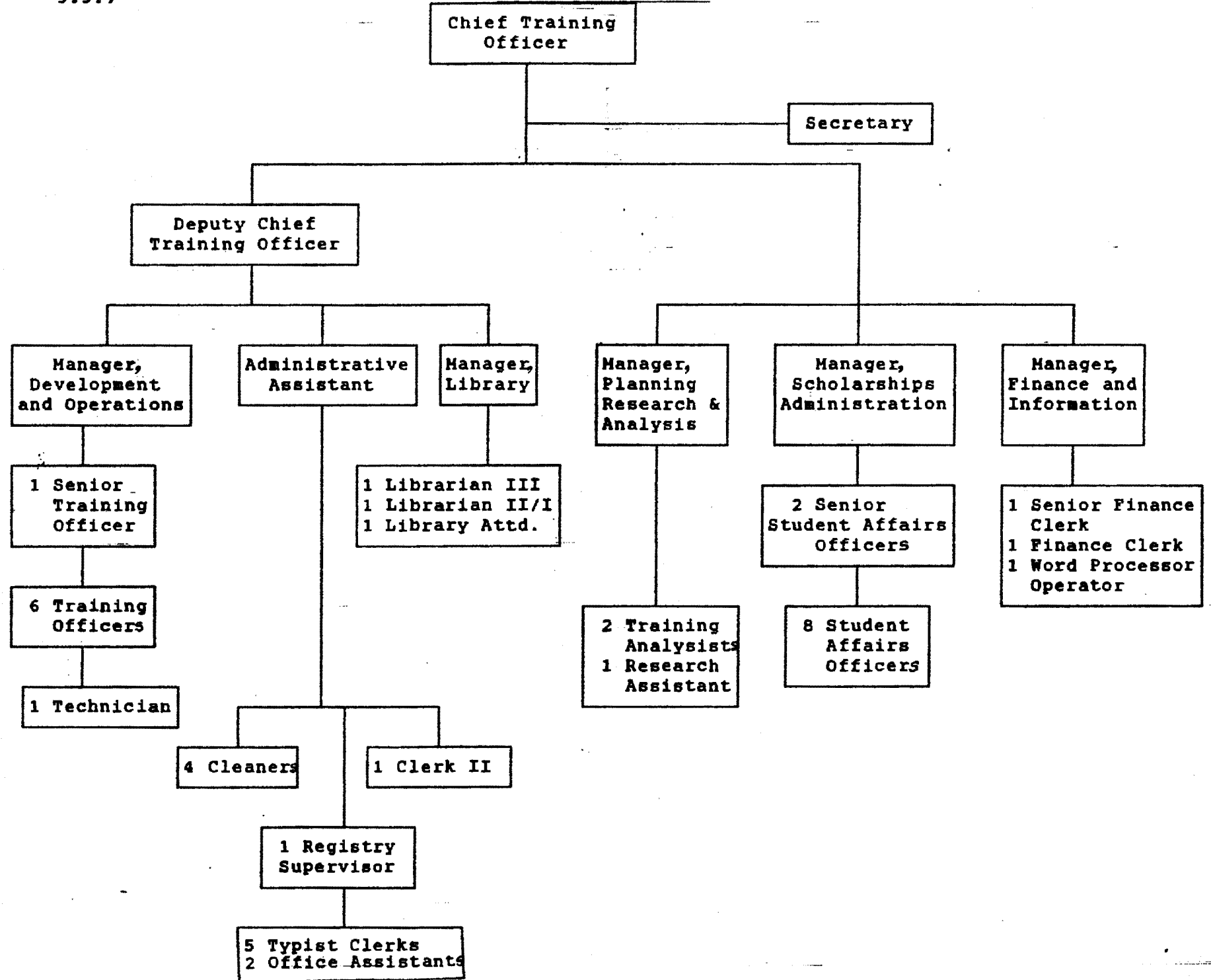
*Levels do not represent grades*

5.3.8 SCHOLARSHIPS ADMINISTRATION DEPARTMENT

ORGANIZATIONAL CHART



TRAINING DIVISION



5.3.10

CENTRAL PUBLIC SERVICE LIBRARY

5.3.10.1 OBJECTIVES:

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

ORGANIZATION AND MANAGEMENT

Post	No. in Establish-ment	No. Filled	Vacancies	Remarks
Library Manager	1	-	1	S.A.O. (ag)
Librarian III	1	-	1	
Librarian II	1	1	-	
Library Assistant	1	-	1	
Library Attendant	1	1	-	
Total	5	2	3	

The Library staff complement was increased by one (1) with the employment of Mrs. C. Hope as a Library Attendant with effect from 13th July, 1997.

5.3.11

SCHOLARSHIPS DEPARTMENT

5.3.11.1 DESCRIPTION OF DIVISION

5.3.11.1.1 The Scholarships Administration Department has responsibilities for the advertisement of scholarships, processing applications and preparing recommendations for selection, issuing joining instructions, rendering support to students during their awards, and monitoring student progress. The department is the principal point of contact for all potential and actual students from the time of application until their studies are completed.

The scholarships department has the responsibilities of ensuring that selected award-holders receive and sign a contract which correctly reflects the terms of the award before commencing their studies. Further, the department ensures that appropriate copies are placed on file for reference on completion of their studies. The department helps students to find suitable positions in the Public Sector by acting as a broker between students and employment opportunities. It also has the added responsibility of ensuring that the trainees honour their contractual obligations.

5.3.11.2

STAFFING AT 31 DECEMBER, 1997

POST	NUMBER IN ESTABLISHMENT	APPOINTED	TEMPORARY	VACANT
Manager, Scholarship	1	-	1	-
Senior Student Affairs Officer	2	-	2	-
Student Affairs Officer	8	2	3	3

**5.3.11.3 GENERAL OVERVIEW**

The Scholarships Department seeks to provide a wide range of training opportunities primarily to the Public Sector and to the citizens of Guyana.

Training opportunities are provided at two levels, namely at local and overseas.

**5.3.11.4 LOCAL TRAINING**

Scholarships awards are issued for studies at the University of Guyana in various fields ranging from Medicine, Management, Computer Science, Engineering to Law.

Awards are also issued for studies at the Regional Programme for Animal Health Assistants (REPAHA).

**5.3.11.5 OVERSEAS TRAINING**

At the overseas level training is done mainly through the Technical Assistance Schemes such as the Commonwealth Fund for Technical Cooperation (CFTC), the Indian Technical and Economic Cooperation Programme (ITEC), the British Technical Assistance Programme (BTA), the Pan American Health Organization/World Health Organization (PAHO/WHO), the Canadian Commonwealth Fellowship Programme, the United Kingdom Commonwealth Fellowship Programme, the Australian and New Zealand Commonwealth Scholarship Programmes, the Indian Commonwealth Scholarship Programme, the Netherlands Government, the Organization of American States (OAS), the Russian Government and the Caribbean Development Bank.

**5.3.12 FINANCE AND INFORMATION DEPARTMENT**

**5.3.12.1** The Department assists the Training Division in executing their programmes efficiently and effectively by providing financial and information support services.

**ORGANIZATION AND DEVELOPMENT**

POST	NO. IN ESTABLISHMENT	NO. FILLED	VACANCIES	REMARKS
Manager, Finance and Information	1	-	1	Manager, Finance and Admin. (ag)
Senior Finance Clerk	1	-	1	
Finance Clerk	1	1	-	
Word Processor Operator	1	1	-	

**5.3.13 PLANNING AND ANALYSIS DEPARTMENT**

**5.3.13.1** The Department supports the process of developing policies and strategies for the Training Division as a whole and provides information and advice for the Chief Training Officer and the Permanent Secretary.

**5.3.13.2 ORGANIZATION AND MANAGEMENT**

POST	NO. IN ESTABLISHMENT	NO. FILLED	VACANCIES	REMARKS
Manager, Planning and Analysis	1	1	-	
Training Analyst	2	2	-	
Research Assistant	1	1	-	

5.4

MANAGEMENT SERVICES DIVISION

5.4.1

MISSION STATEMENT

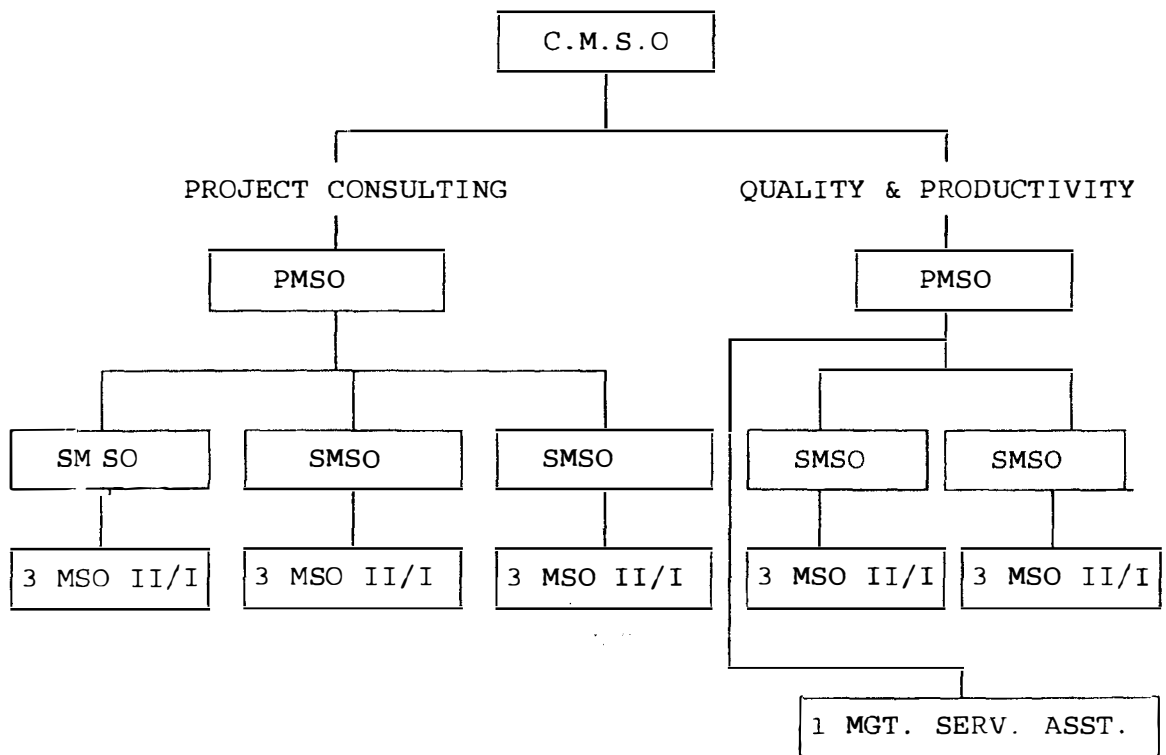
To provide a consultancy service and to facilitate qualitative changes in the operations of Ministries/Departments and Regional Administrations with a view to assisting them to be more efficient and effective.

5.4.2

ORGANIZATION AND MANAGEMENT

5.4.2.1

ORGANIZATIONAL STRUCTURE

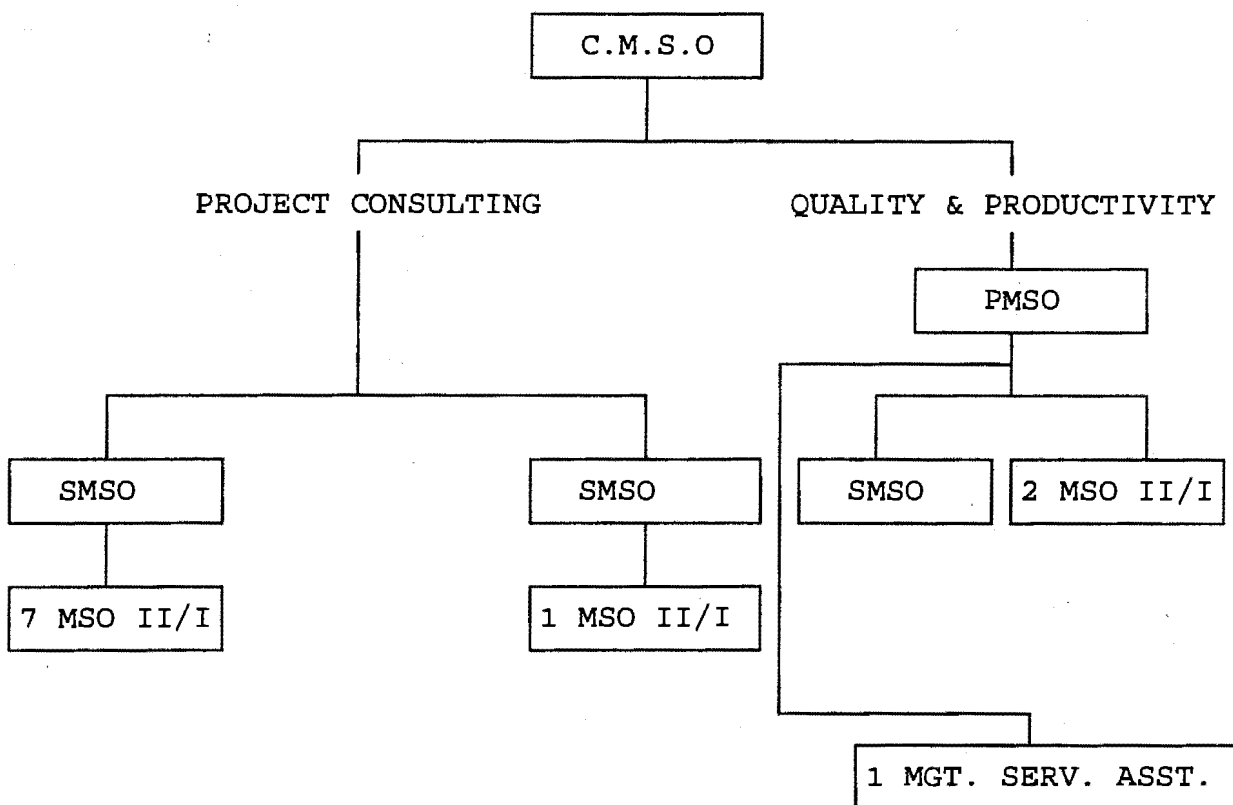


KEY

- C.M.S.O - Chief Management Services Officer
- P.M.S.O - Principal Management Services Officer
- S.M.S.O - Senior Management Services Officer
- M.S.O - Management Services Officer



5.4.2.2 OPERATIONAL STRUCTURE AND STAFFING AT DECEMBER, 1997



**KEY**

- C.M.S.O - Chief Management Services Officer
- P.M.S.O - Principal Management Services Officer
- S.M.S.O - Senior Management Services Officer
- M.S.O - Management Services Officer

**N.B**

The operational relationships of the Division are flexible and change according to the nature of the Division's assignments, using a matrix approach.

5.4.3

DESCRIPTION OF DIVISION

~~5.4.3.1~~

During the first quarter of 1997, an internal review of the organization was done. As a result, two distinct units were established to execute the mandate of the Division. These were the:

- a) Project Consulting Unit and
- b) Quality and Productivity Unit.

5.4.3.2 This became necessary due to the emphasis that was being placed on newer concepts that were being introduced into the PSM and the Public Service, using an incremental approach. These concepts included Work Improvement Teams (WITs), Customer Oriented Programmes and Public Contact Programme.

5.4.3.3 Further, as a consequence of the introduction of Programme Budgeting into the Public Service, separate objectives and responsibilities were developed for the two (2) units in collaboration with the GEM - P at the Ministry of Finance.

5.4.3.4 PROJECT CONSULTING UNIT

5.4.3.4.1 OBJECTIVE

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

5.4.3.4.2 The key responsibilities of the unit are:

- relieve organizational bugbears by responding promptly and efficiently to requests for assistance from Ministers, Ministries/Departments and Regional Administrations;
- provide systematic and focused implementation support for projects completed;
- facilitate improved performance in agencies through the development of operational documentation such as Desk Files, Procedure Manuals, Records Management Manuals and Store Keeping Manuals;
- provide support to reform initiatives that are in the implementation stage;
- develop a database relating to the organization of the functions of Government;
- assist in developing organizational arrangements for Programme Budgeting implementation government-wide.

5.4.3.4.3 The Project Consulting Unit functioned in a matrix style. Project teams were 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.

**5.4.3.5 QUALITY AND PRODUCTIVITY UNIT**  
**5.4.3.5.1 OBJECTIVE**

To facilitate changes in the culture, communication patterns and performance levels aimed at enhanced productivity, quality service and greater interaction throughout the Public Service.

**5.4.3.5.2** The key responsibilities of the unit are:

- foster a change in the culture of the Public Service, aimed at attitudes, values and the regulatory framework;
- facilitate greater interaction at both inter and intra-ministry levels through systematic and focused communication mechanisms;
- foster a greater focus on performance in order to facilitate productivity and quality service to end-users;
- enhance the Division's potential for effective performance through structured in-house capacity building programmes and technological improvements;
- develop a Code of Conduct for the Public Service;
- introduce new quality and productivity approaches and practices throughout the service.

**5.4.3.5.3** The Division's management group, comprised the C.M.S.O, P.M.S.O and S.M.S.Os. This group had the responsibility for identifying projects, establishing Terms of Reference, and evaluating projects.

**5.4.3.5.4** These activities were done in addition to normal responsibilities and were executed periodically. All senior officers were also expected to work on the assignments which they manage.

5.5

CENTRAL PERSONNEL DIVISION

5.5.1

MISSION

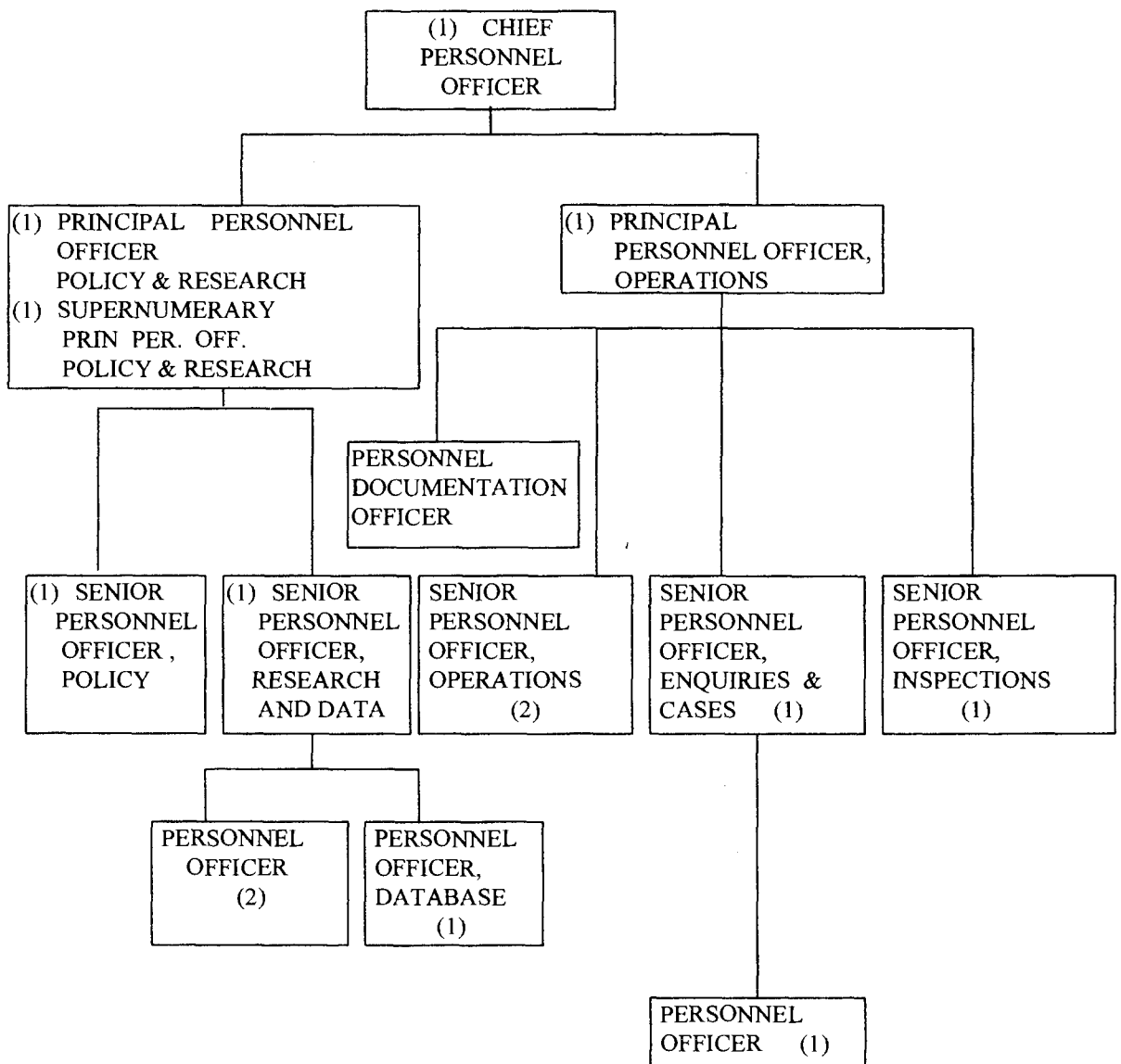
The Central Personnel Division is responsible for establishment control, the introduction and maintenance of personnel systems and procedures, formulation, interpretation and implementation of policy on all aspects of conditions of service and liaison with the unions on public service issues.

5.5.2

ORGANIZATION AND MANAGEMENT

5.5.2.1

ORGANIZATIONAL CHART



**5.5.2** Description of Division

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

**5.5.3** 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;

**5.5.4** Operations Section

-- revising and simplifying Personnel procedures to be  
-- operated by personnel Divisions 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 enquires on personnel matter and processing  
-- any cases not -covered by the powers to be delegated to  
-- individual Ministries.



**Summary and Review  
of  
1997  
Programme**

***PUBLIC SERVICE  
MANAGEMENT***

6.1

ADMINISTRATIVE SUPPORT SERVICES DIVISION

6.1.1

SUMMARY & REVIEW OF 1997 WORK

TARGET SET	TARGET ACHIEVED	ANALYSIS OF SUCCESS OR FAILURE
Maintain at least a minimum of staff to carry out the operation of the Ministry	The Administrative Division maintained 90% of its complement.	Adequate service was provided.
Maintain inventory of office furniture	Satisfactorily maintained	The internal audit department assisted in this exercise.
Maintenance of Building	70% maintenance work was carried out	The maintenance section assisted in this exercise, but due to depleted staff was unable to fulfill all requests.
Maintain an adequate supply of sanitation and stationery supplies	Most requests were fulfilled	At some times items were unavailable at Office of the President Store.
Maintenance of equipment	All equipment were maintained in a satisfactory manner except for the Xerox 1025 Copier	The copier is very costly to maintain. A proposal was submitted to Management re-disposal and acquisition of a new machine.
Providing transportation and messengerial services	60% of the requests were completed	For about six months the Ministry was without transportation. <i>(Submitted late to O.P.)</i>
Prepare Budget for 1998	Completed	
Maintenance of Stamp Imprest	100%	Stamps were readily available.
Training of Staff	Satisfactorily done	On-the-job training was conducted. Staff attended training courses conducted by Training Division.
Providing a Canteen Service	Most requests for meals were fulfilled	Most of the patronage received was from the training courses.
Produce good and accurate typing	Satisfactorily done	The quality of typing was of high standard.
Processing mail	Satisfactorily done	
Maintenance of reliable Records Filing System	90% Satisfactory	Weeding of subject and personnel files was done
Filing of closed students and subject files in alphabetical and numerical order (Training Division)	50% Completed	This project was not completed because of staff shortages. (To be completed in 1998)

## 6.1.2

### **GENERAL OVERVIEW**

#### 6.1.2.1

The Division experienced a number of successes and failures during the year under review.

#### 6.1.2.2

The Canteen generates most of its funds from catering arrangements that exist with Training Division. If the Canteen had to depend on the small amount of takings (cash sales) collected on a daily basis from the sale of snacks and meals it would not be able to justify its existence.

#### 6.1.2.3

A number of complaints was received from the Training Division about the poor quality of meals provided and the issue of timeliness.

A review of the Canteen was done by the Management Services Division and recommendations were submitted to the Permanent Secretary.

A meeting will be held in 1998 with the Permanent Secretary to decide on the future of the Canteen.

#### 6.1.2.4

This was a good year for the Cleaners, credit is due to them for ensuring that the office was kept clean and tidy despite constraints that existed.

#### 6.1.2.5

The Administrative Division was not able to satisfy all the transportation needs of the Public Service Management. However support in this area was provided by the Office of the President and a private Taxi Service.

#### 6.1.2.6

Due to inadequate amount of vehicles and at sometimes no driver, the Division experienced difficulties in meeting demands for transportation.

#### 6.1.2.7

Notwithstanding these matters the Division was still able to maintain the above minimum standards in the various aspects of its responsibility.

#### 6.1.2.8

On the job training was conducted for staff; they also attended training courses conducted by the Training Division.

#### 6.1.2.9

### **PROJECTION-1998**

It is hoped that in 1998 the Administrative Unit would be better able to:-

- (a) Enhance the appearance of the environment
- (b) Replace old furniture
- (c) Upgrade the division with modernized equipment and
- (d) Resite the Registry which is cramped.

With the support given by the Ministry the environment would be greatly enhanced.



6.2

SUMMARY AND REVIEW OF THE TRAINING DIVISION

6.2.1

DEVELOPMENT AND OPERATIONS DEPARTMENT

6.2.1.1 TARGET SET FOR 1997

The aim of this section for 1997 was to provide training to upgrade the operational skills of one thousand, three hundred and twelve (1,312) Public Officers in the Managerial, Secretarial and other areas of self development.

6.2.1.2 Three (3) Modular programmes were offered leading to certificates.

Those programmes were:

- (a) Certificate in Human Resource Development
- (b) Certificate in Supervisory Management
- (c) Certificate in Professional Secretarial Practice.

6.2.1.3 Attached please find a listing of training programmes planned and executed along with numbers of projected and actual participants.

6.2.1.4

CENTRAL TRAINING PROGRAMME

COURSES PLANNED (TRAINING COURSES DELIVERED AND ATTENDED)

Name of Course	No. of Courses Planned	No. of Courses Executed	No. of Participants		Remarks
			Projected	Actual	
Induction/Orientation	1	1	20	19	
Certificate in Human Resource Development	3	3	45	34	
Certificate in Supervisory Management	6	6	90	95	
Planning for Managers	1	1	15	12	
Advanced Report Writing for Supervisors	2	2	30	14	
Communication for Supervisors	1	1	20	9	
Managing Meeting	1	1	15	5	
Accounting for Supervisors	1	1	15	18	
Public Service Quality Awareness	1	1	15	6	
Financial Management for Non-Financial Supervisors	1	1	15	14	
Procurement and Stores Management	1	-	20	-	Course was cancelled due to undersubscription.
Retirement - A Career	1	1	15	10	

Name of Course	No. of Courses Planned	No. of Courses Executed	No. of Participants		Remarks
			Projected	Actual	
Government Accounting Procedures	1	-	20	-	Course was cancelled due to undersubscription.
Certificate in Professional Secretarial Practice.	6	6	120	100	
Personnel Practice and Policy	1	1	15	12	
Proficiency in Type-writing	2	2	40	37	
Customer Care/ Promoting the Right Image	1	1	20	24	
Telephone Techniques	1	-	15	-	Course was cancelled due to undersubscription.
Seminar for Ancillary Staff	1	1	20	23	
Office Assistants Seminar	2	2	40	31	
Performance Appraisal	2	2	30	33	
<b>TOTAL</b>	<b>38</b>	<b>35</b>	<b>635</b>	<b>496</b>	

**6.2.1.5 CANCELLED TRAINING PROGRAMMES**

Three training programmes were cancelled due to under-subscription by the various Ministries, Government Departments and Regional Administrations.

Those training programmes were:

- i) Procurement and Store Management
- ii) Government Accounting Procedures
- iii) Telephone Techniques

**6.2.1.6 TRAINING IN ACCOUNTANCY**

As part of its Work Programme, the Department had targeted to up-grade the skills of Accounting Personnel throughout the government services by sponsoring two programmes at the Government Technical Institute and the New Amsterdam Technical Institute. Three hundred and sixty (360) persons were targeted to be trained at the institutes in the Basic and Foundation Certificates in Accountancy Programmes. The Department was only able to expose one hundred and eighty-two persons, thus achieving forty eight percent (48%) of its target. This low result is as a consequence of not conducting the programmes at the New Amsterdam Technical Institute because of under-subscription at that location.

Below is the breakdown:

**6.2.1.7 G.T.I'S FOUNDATION CERTIFICATE IN ACCOUNTING PROGRAMME**

Projected	Actual			Total
	Completed Students	Commencing Students	With-drawal	
90	34	51	5	90

**6.2.1.8 G.T.I'S BASIC CERTIFICATE IN ACCOUNTANCY PROGRAMME**

Projected	Actual			Total
	Completed Students	Commencing Students	With-drawal	
90	38	49	5	92

**6.2.1.9 REQUESTED TRAINING PROGRAMMES**

The Section trained two hundred and fifty-three (253) Public Officers in fourteen (14) requested training programmes emanating from seven Government Organizations.

Organization	Name of Course	No. of Course	No. of Participants
Ministry of Finance	Communication for Supervisors	1	15
Ministry of Legal Affairs	Registry Management	1	16
Guyana Prison Service	English Language and Communication for the Office	1	14
Inland Revenue Department	Supervisors Management Seminar	1	18
Regional Democratic Council-Region # 6	Team Building	2	42
	Performance Appraisal	2	42

Organization	Name of Course	No. of Course	No. of Participants
Regional Democratic Council-Region # 7	Human Resource Development.	1	19
	Problem Solving and Decision Making	1	19
	Registry Management	1	17
Regional Democratic Region # 3	Coaching Skills	1	17
	Team Building	1	17
	Performance Appraisal	1	17
		<b>14</b>	<b>253</b>

**6.2.1.10** The Development and Operations Department had targeted six hundred and thirty-five (635) public officers on its thirty-eight (38) Central Training Programmes for 1997.

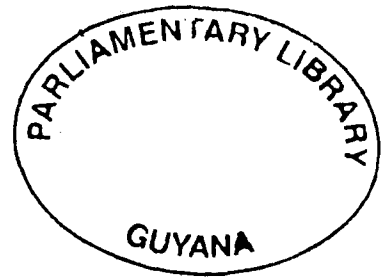
**6.2.1.11** The Department executed approximately ninety-two percent (92%) of its targeted thirty-eight (38) training programmes for the period under review. The Section trained approximately seventy-eight percent (78%) i.e. four hundred and ninety-six (496) trainees, of its targeted six hundred and thirty-five (635) trainees for the same period.

**6.2.1.12** Eight percent (8%), (3 training courses) of the planned training courses were cancelled due to under-subscription.

**6.2.1.13** The Department designed, developed and printed one hundred (100) Calendar of Courses and circulated nine (9) training circulars to the various government organizations during the year.

**6.2.1.14 PUBLIC SERVICE CAREER TRAINEES PROGRAMME**

**6.2.1.14.1** The Development and Operations Department coordinated the 1996/97 Public Service Career Training Programme. This programme exposed



sixty-four (64) career trainees to training at the Accountant General's, Auditor General's, Inland Revenue and Customs and Excise Departments. This one-year programme ended in November 1997 and the trainees were placed among the above named Departments as Accounts Clerk II as follows:

- i) Customs & Excise Department - 15
- ii) Inland Revenue Department - 15
- iii) Auditor General's Department - 13
- iv) Accountant General's Department - 14

6.2.1.14.2 In addition to the above, the Training Technician carried out the following activities during 1997:

- a) Preparation and designing of training aids
- b) Maintenance of training equipment; television, video, recorder, overhead and slide projectors during training sessions.

#### 6.2.15 COURSE EVALUATION

6.2.15.1 The Section has in place three levels of evaluation:-

- a) Participants Evaluation
- b) Facilitators Evaluation
- c) Facilitators and Supervisors Evaluation of Participants on the Job.

Participants and facilitators Evaluation were carried out.

6.2.15.2 The evaluation exercises revealed the following:-

- (i) More handouts should be issued to participants especially for those participants whose academic level was not high enough for them to take notes and quickly grasp the concepts given.

- (ii) Field trips to places of interest should be part of the Supervisory Management Programmes.
- (iii) Improvement in the quality and timeliness of meals supplied to course participants is *needed*.

**6.2.16 RECOMMENDATION**

- 6.2.16.1 There should be continuous follow-up programmes to ensure that training done has relevance, is effective and that transfer of knowledge is taking place.
- 6.2.16.2 The public Service Management's canteen should be upgraded to provide a high quality of meals on a timely basis for course participants and facilitators.
- 6.2.16.3 There should be closer collaboration between Training Officers from the Training Division and those in other sister institutions in the Caribbean. Attachments and exchange visits should become a regular feature.
- 6.2.16.4 All Training Officers should be exposed to Computer Training.
- 6.2.16.5 More training should be done in the Regions.
- 6.2.16.6 A Fax Machine should be installed urgently at the Public Service Management, Training Division.

**6.2.17 CENTRAL TRAINING AND DEVELOPMENT COMMITTEE :**

- 6.2.17.1 The Central Training and Development Committee was set up to:
  - 1) identify and prioritize areas of training and development consistent with the national development policies.



- ii) advise Government on the means of providing a wide range of staff development activities
- iii) advise Government on the strategies for collaboration with the private sector, and major educational and training institutions which have key roles to play in delivering staff development programmes for the Public Service.

This committee has responsibility for the development and review of the Central Training Policy.

6.2.17.2 The Committee comprises of the Permanent Secretaries of the Ministries of Public Service Management (PSM), Works, Health and Agriculture, the Vice Chancellor, University of Guyana, the Training Manager of the Consultative Association of Guyanese Industry (CAGI), the Director, Guyana Management Institute (GMI), Director, Institute of Adult, Distance and Continuing Education and the Manager, Development and Operation, Public Service Management.

6.2.17.3 There was no meeting of this committee in 1996 or in 1997. The committee did not meet in 1996 because of the need to revisit its rationale and composition by the Permanent Secretary, Public Service Management against the background of a proposed new training policy with emphasis on Human Resource Development and the national development thrust.

#### 6.2.18 MINISTERIAL AND REGIONAL TRAINING AND DEVELOPMENT COMMITTEES

6.2.18.1 The Committees were established in Ministries and Regions to further the objectives of training and staff development.

6.2.18.2 The Committees comprised of the Permanent Secretary or the Regional Executive Officer as Chairman and Heads of Division.

6.2.18.3 These Committees are responsible for assisting in the identification of training deficiencies in their respective Ministries/Regions and in collaboration with the Training Division, develop and complement relevant training activities.

**6.2.19 CONSTRAINTS**

The Committees that were established did not function in 1997. In February 1997, a meeting was convened at which Training Liaison Officers from the various Ministries and Regions were invited in order to prepare a number of training programmes. Subsequent to that meeting, Officers from the Training Division were allocated to each Ministry/Region as facilitators. Only four Ministries started their Committees, while the others never started. Such a situation may be largely due to the absence of a training culture brought about by a lack of institutional support for, and commitment to training.

**6.2.20 CONCLUSIONS**

- 6.2.20.1** There is a need for four (4) more Training Officers if the aim and objectives of the Development and Operations Department of the Training Division are to be achieved. There is also the need for greater communication between Principal Personnel Officers/Liaison Officers in Ministries/Regions and staff at the Training Division.
- 6.2.20.2** For 1997 Training and Development Committees did not function because of a general disinterest in having these committees function by the relevant senior officers.
- 6.2.20.3** The Training Division (Development and Operations Department) can only act as a consultative body on training within the Public Service and Regions if there is the recognition of the need for continuous training of Training Officers. Continuous training is necessary if the Division is to continue to function effectively.

6.3

SUMMARY AND REVIEW OF THE CENTRAL  
PUBLIC SERVICE LIBRARY

Key Areas/ Objectives	Targets Set	Targets Achieved	Analysis of Success or Failure
<p><b>LIBRARY</b></p> <p>Acquisition of Publication on Public Sector Administration</p> <p>Maintain systems of unrestricted access to and effective utilisation of library material.</p>	<p>The acquisition of 75 publications in the area of Public Sector Administration.</p> <p>Renew subscriptions to 12 current periodicals</p> <p>To have available for library users as soon as possible newly acquired books.</p>	<p>48 Publications were received, accessioned and catalogued. Of this set 18 were donations.</p> <p>Subscriptions to (9) nine periodicals were approved and paid for.</p> <p>A total of 30 books were catalogued and classified.</p>	<p>Due to postal hitches books paid for and posted in 1996 were received in mid 1997. This was realistic after checks by Library Staff at the Post Office revealed that the package was there.</p> <p>The other 12 books were not catalogued due to a proposed Training by the former Library Manager. This propo- sal is with the Chief Training Officer</p>



Key Areas/ Objectives	Targets Set	Targets Achieved	Analysis of Success or Failure
<b>LIBRARY CONT'D</b>			
Employ Stock Preservation	Budgeted for 40 books to be repaired/re- bound on a yearly basis.	Eleven (11) books were taken off the shelves and sent to the binders.	

**6.3.1**

The Central Public Service Library had planned to acquire seventy-five (75) publications in the area of Public Sector Administration but only forty-eight (48) were received, accessioned and catalogued. Of this set, eighteen (18) were donations.

**6.3.2**

Subscriptions for nine (9) of the targeted twelve (12) current periodicals were approved and paid for.

**6.3.3**

Library users were able to access thirty (30) books which were catalogued, classified and placed in circulation. The other twelve (12) books were not catalogued because they were to be used as part of a training programme for the current Manager, (ag), Library. The proposal for the training programme is being considered.

**6.3.4**

As at December 31, 1997, a total of 1549 persons utilised the library facilities and 905 books and 25 periodicals were loaned.

**6.3.5**

Monies received for photocopying services rendered totalled \$22,333.00. Fines collected for the year totalled \$1,788.00.

**6.3.6**

In terms of stock preservation, 40 books were scheduled to be repaired/rebound on a yearly basis. Eleven (11) books were taken off the shelves and sent to the binders.

**6.3.7**

The Library staff complement was increased by one (1) with the employment of a Library Attendant.

**6.4.1** As at the end of December 1997 the Scholarships Department processed/serviced 66 commencing/continuing/completing students as follows:

Country/ Institution	Commencing	Continuing	Completing	Total
University of Guyana	18	32	3	53
REPAHA	6	7	-	13
<b>TOTAL</b>	<b>24</b>	<b>39</b>	<b>3</b>	<b>66</b>

**6.4.2** As at end of December 1997 the Department handled 55 commencing/continuing/completing students as follows:

Country/ Institution	Commencing	Continuing	Completing	Total
Barbados	-	-	1	1
Brazil	-	11	4	15
Canada	1	4	4	9
CIS	-	4	6	10
Cuba	-	3	-	3
India	-	-	1	1
Trinidad	1	-	1	2
United Kingdom	2	7	5	12
<b>TOTAL</b>	<b>4</b>	<b>29</b>	<b>22</b>	<b>55</b>

**6.4.3** During 1997 the Department interviewed 19 applicants for the United Kingdom Commonwealth Scholarships; 9 for the Canadian Commonwealth Scholarships; 49 for Scholarships tenable at the University of Guyana and 11 for Scholarships tenable at REPAHA.

Candidates selected were:

United Kingdom	-	5
Canada	-	4
University of Guyana	-	30
REPAHA	-	6

- 6.4.4 Of the 30 candidates selected for scholarships to the University of Guyana only 18 took up the awards the remaining 12 did not take up the awards largely because of difficulties in securing the required surety.
- 6.4.5 Five nominations were submitted to the United Kingdom for Commonwealth Scholarships for 1998/99; three for the Canadian Commonwealth, two to the Organization of American States and one to India for 1998/99 awards.
- 6.4.6 Notification of selection for candidates nominated for United Kingdom and Canadian Scholarships would be communicated to the Department by April 1998.
- 6.4.7 The Department processed 29 local and overseas awards:
- |                      |    |
|----------------------|----|
| Canada               | 1  |
| OAS                  | 1  |
| United Kingdom       | 2  |
| University of Guyana | 18 |
| REPAHA               | 6  |
| Trinidad             | 1  |
- 6.4.8 Nominations for 1997/98 United Kingdom Commonwealth Scholarship were unsuccessful.
- 6.4.9 Nominations for New Zealand and Australia Commonwealth Scholarship were not processed because of an insufficiency of information.
- 6.4.10 In terms of monitoring the progress of award holders, the absence of Public Service Management's officials in some Missions, especially in Brazil and Russia made it difficult to effectively monitor students progress.
- 6.4.11 At the local level, University of Guyana continues to be dilatory in providing academic reports to this Department. Further, registration data which is very important to us for the verification of the accuracy of the University of Guyana's billing is still not forthcoming.

6.4.12 Scholarships awarded in 1997 amounted to 31. The largest single field was Law which totalled 9. This was followed by Animal Science with 6 and Civil Engineering with 3.

6.4.13 Scholarships awarded in 1997 by fields of study and country of award is listed below:

No. of Person	Sponsoring Agency	Field of Study	Country
8	Government of Guyana	Law	Guyana
1	- do -	Law	Trinidad
6	- do -	Animal Science	Guyana (REPAHA)
3	- do -	Civil Engineering	Guyana
2	- do -	Computer Science	Guyana
2	- do -	Agriculture	Guyana
1	- do -	Forestry	Guyana
1	- do -	Environmental Studies	Guyana
1	Canadian Commonwealth	Environmental Engineering	Canada
1	Government of India	Building Science and Construction	India
1	Chevening Award	Demography	United Kingdom
1	Chevening Award	Accountancy	United Kingdom
1	Commonwealth Society for the Deaf/GOG	Medicine (Audiology)	United Kingdom



No. of Person	Sponsoring Agency	Field of Study	Country
1	Government of Guyana	Mathematics - Statistics	Guyana
1	- do -	Social Work	Guyana
31			

6.4.14

Scholars who completed studies in 1997 totalled 19. Appended below is a table that sets out the number of persons who would have completed studies/returned home by fields of studies, country of study and by agencies to which they were placed.

No. of Person	Field of Study	Country of Study	Where Placed
1	Medicine	United Kingdom	Min. of Health
1	Material Science	United Kingdom	Guysuco
1	Electronic Engineering	United Kingdom	Not placed. Has to do visits
1	Fuel and Energy Engineering	United Kingdom	Guyana Natural Resources Agency
1	Electrical Engineering	Canada	Statistical Bureau/Guysuco
2	Electrical Engineering	Guyana	Guyana Electricity Corporation

No. of Person	Field of Study	Country of Study	Where Placed
1	Mineral Processing	Canada	Guyana Geology & Mines Commission
1	Mechanical Engineering	Russia	Sea Defence
1	Environmental Engineering	Canada	Environmental Protection Agency
1	Physics/Computer Science	Canada	Inland Revenue Department
1	Computer Science	United Kingdom	Inland Rev. Dept.
1	Chemistry	Russia	Linmine
1	Agriculture	Guyana	NARI
3	Veterinary Medicine	Brazil	Min. of Agriculture
1	Law	Guyana/ Trinidad	Attorney General
1	Legislative Drafting	Barbados	Solicitor General's Office
19			

6.4.15

SCHOLARSHIPS DEPARTMENT REVIEW

Key Areas/ Objectives	Targets Set	Targets Achieved	Analysis of Success or Failure
<b>SCHOLARSHIPS</b>			
1. Update priority areas for training.	Ascertain priority areas for training in 1997/98 (local) and 1997/98 (overseas).	This activity was completed.	
2. Select suitable candidates for available scholarships.	<p>1) Establish number of scholarships available, advertise and select nominees.</p> <p>2) Advertise Government of Guyana awards for scholarships to the University of Guyana and REPAHA for 1997/98.</p> <p>3) Record and categorise all applications received.</p> <p>4) Acknowledge receipt of applications.</p>	<p>Nineteen (19) nominations were interviewed for the U.K. Commonwealth. Nine (9) Canadian Commonwealth, New Zealand, Australian and O.A.S. Five (5) nominations were submitted to U.K., three (3) to Canada, two (2) to O.A.S. and one (1) to India</p> <p>All applications were categorised.</p> <p>All applications were acknowledged.</p>	<p>Nominations for New Zealand and Australia were not processed because of insufficient information. <u>Applications received</u></p> <p>U.K. - 58 Canada - 33 O.A.S. - 2</p> <p><u>Applications received</u></p> <p>U.G. - 57 REPAHA - 13</p>

Key Areas/ Objectives	Targets Set	Targets Achieved	Analysis of Success or Failure
<b><u>SCHOLARSHIPS CONT'D</u></b>			
<p>3. Monitor the progress of Award holders.</p>	<p>1. Prepare students' register.</p> <p>2. Liaise with students, Missions and Institutions where applicable with regard to the welfare and progress of students.</p>	<p>Completed</p> <p>This section served 119 commencing/continuing/completing students. A breakdown is at Appendix I.</p>	<p>The absence of PSM's officials in some Missions especially Brazil and Russia made it difficult to monitor students.</p>
<p>4. Ensure all Government sponsored graduates are placed where their skills are adequately utilised.</p>	<p>1. Obtain a list of persons expected to graduate in 1997.</p> <p>2. Carry out analysis of possible areas of placement for students expected in 1997 prior to their return.</p> <p>3. Circulate to agencies a list of students expected to graduate in 1997.</p> <p>4. Obtain reports on students who graduated in 1996 and did not return home.</p>	<p>The list was obtained.</p> <p>The analysis was done, a placement plan was prepared and the relevant agencies were advised.</p> <p>This was done</p> <p>The reports were provided.</p>	

Key Areas/ Objectives	Targets Set	Targets Achieved	Analysis of Success or Failure
<u>SCHOLARSHIPS</u> <u>CONT'D</u>	5) Develop interview schedules.	Interview schedules were prepared.	
	6) Conduct interviews and select candidates.	Applicants interviewed: U.K. - 19 Canada - 9 U.G. - 49 REPAHA - 11  Candidates selected were: U.K. - 5 Canada - 4 U.G. - 30 REPAHA - 6	
	7) Submit recommended list for approval.	Recommended list Submitted.	
	8) Process and prepare selected applicants for their studies	Processed twenty-seven (27) overseas awards for the 1997/98 academic year: Canada - 1 OAS - 1 U.G. - 18 REPAHA - 6 Trinidad - 1  Nominations for U.K. for the 1997/98 academic year were unsuccessful. Contractual requirements for two (2) Officers who accessed the Chevening Scholarships were processed.	Twelve (12) Awards for U.G. were not processed at the end of 1997. There was difficulty in securing surety in some cases.

Key Areas/ Objectives	Targets Set	Targets Achieved	Analysis of Success or Failure
<u>SCHOLARSHIPS CONT'D</u>			
	5. Monitor the recruitment of graduates with prospective employers.	This was ongoing	
	6. Prepare submissions for payment of graduate allowance.	This was done where required.	A more aggressive approach will be taken in this aspect in 1998.
	7. To obtain periodic reports from agencies where graduates are placed about their progress in their jobs and their general welfare.	This was done to some extent.	
5. Ensure that all Government sponsored graduates discharge their obligations.	1. Monitor the travel of bonded trainees	This was done.	Some agencies continue to submit requests very late for processing and this puts the section under tremendous pressure.

Key Areas/ Objectives	Targets Set	Targets Achieved	Analysis of Success or Failure
<p><u>SCHOLARSHIPS CONT'D</u></p> <p>6. Maintain accountability of operations.</p>	<p>2. Maintain records of bonded trainees and abscondees.</p>	<p>This was done.</p>	
	<p>3. Prepare and submit cases of breach of agreement to the Solicitor General for advice/legal action.</p>	<p>This was done.</p>	
	<p>1. Prepare Annual Report for 1997.</p>	<p>This was done.</p>	
	<p>2. Prepare work programme for 1998</p>	<p>This was done.</p>	
	<p>3. Prepare budget for 1998.</p>	<p>This was done.</p>	

6.4.16 APPENDIX I

The Scholarships section processed/served (121) commencing/continuing/completing students as follows:

- (i) Local - 66
- (ii) Overseas - 55

A breakdown by country including Guyana is as follows:-

Overseas	Commencing	Continuing	Completing	Total
Barbados	-	-	1	1
Brazil	-	11	4	15
Canada	1	4	4	9
CIS	-	4	6	10
Cuba	-	3	-	3
India	-	-	1	1
Trinidad	1	-	1	2
United Kingdom	2	7	5	14
<u>Local</u>				
University of Guyana	18	32	3	53
REPAHA	6	7	-	13
<b>TOTAL</b>	<b>28</b>	<b>68</b>	<b>25</b>	<b>121</b>



6.4.17

**SUMMARY AND REVIEW OF STAFF DEVELOPMENT  
ACTIVITIES 1997**

Key Areas/ Objectives	Targets Set	Targets Achieved	Analysis of Success or Failure
<b><u>STAFF DEVELOPMENT</u></b>			
1. Training Needs Survey.	To systematically focus on scholarships awards given Government's priority training needs.	This activity was completed in conjunction with the Planning and Analysis Section.	
2. Maintain registers of all Training Courses offered to Guyana through the Public Service Management and courses utilised by the Government of Guyana.	To facilitate accurate and timely retrieval of Training offers and those utilised.	Approximately 210 course offers were received and recorded. 56 of these offers were utilised.	Non funded private sector courses continue to be offered to Guyana. These are shared with private sector agencies.
3. Advertising Training offers to the Public Service and wider Public Sector.	To disseminate training information to the relevant agencies as it relates to their respective function in a timely manner.	50% of this activity was completed.	The reason for short fall was due to course offers being

Key Areas/ Objectives	Targets Set	Targets Achieved	Analysis of Success or Failure
<u>STAFF DEVELOPMENT</u> <u>CONT'D</u>			<p>received with discrepancies e.g. The deadline dates for overseas institutions has passed or is very close</p> <p>Course offers sent in a Foreign Language and as such translation had to be sought resulting in same being late.</p> <p>Course offers are received from some countries in parts (without applications or course brochure or in some instances without date of commencement of course.</p>

Key Areas/ Objectives	Targets Set	Targets Achieved	Analysis of Success or Failure
<u>STAFF DEVELOPMENT</u> <u>CONT'D</u>			In some cases the Government of Guyana is required to meet part funding (airfare, subsistence etc.)

Key Areas/ Objectives	Targets Set	Targets Achieved	Analysis of Success or Failure																																		
<p><b><u>STAFF DEVELOPMENT</u></b> <b><u>CONT'D</u></b></p>																																					
<p>4. Processing applications and making recommendations for selection for Technical Assistance Programmes overseas.</p>	<p>To ensure that training programmes are accessed with maximum urgency.</p> <p>A total of 75 prospective trainees was targeted to proceed on training through annual Technical Assistance Schemes and adhoc courses offers for 1997.</p>	<p>Awards were received and processed and are listed hereunder:</p> <table border="1"> <thead> <tr> <th data-bbox="883 790 1013 817">Scheme</th> <th data-bbox="1143 790 1325 881">Amount of Awards Accepted</th> </tr> </thead> <tbody> <tr><td>- ITEC</td><td>11</td></tr> <tr><td>- CFTC</td><td>8</td></tr> <tr><td>- OAS</td><td>4</td></tr> <tr><td>- PAHO/WHO</td><td>9</td></tr> <tr><td>- Walter Reid</td><td>1</td></tr> <tr><td>- Army of Research</td><td>1</td></tr> <tr><td>- PAHO &amp; Caribbean Council for Blind and Sight Savers International</td><td>1</td></tr> <tr><td>- CIDA</td><td>2</td></tr> <tr><td>- Carl Duisberg Gesellschaft Award Germany</td><td>1</td></tr> <tr><td>- CAD</td><td>10</td></tr> <tr><td>- British Cheving Award</td><td>1</td></tr> <tr><td>- Commonwealth Society for the Deaf</td><td>3</td></tr> <tr><td>- IDB/Japan</td><td>1</td></tr> <tr><td>- Kellog Foundation &amp; PAHO/WHO</td><td>1</td></tr> <tr><td>- Govt. of Switzerland</td><td>1</td></tr> <tr><td>- U.S. Audit Award</td><td>1</td></tr> </tbody> </table>	Scheme	Amount of Awards Accepted	- ITEC	11	- CFTC	8	- OAS	4	- PAHO/WHO	9	- Walter Reid	1	- Army of Research	1	- PAHO & Caribbean Council for Blind and Sight Savers International	1	- CIDA	2	- Carl Duisberg Gesellschaft Award Germany	1	- CAD	10	- British Cheving Award	1	- Commonwealth Society for the Deaf	3	- IDB/Japan	1	- Kellog Foundation & PAHO/WHO	1	- Govt. of Switzerland	1	- U.S. Audit Award	1	<p>The section processed 55 out of 75 projected awards.</p> <p>Short falls were as a result of a change of directions of Donor</p>
Scheme	Amount of Awards Accepted																																				
- ITEC	11																																				
- CFTC	8																																				
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Key Areas/ Objectives	Targets Set	Targets Achieved	Analysis of Success or Failure
<u>STAFF DEVELOPMENT</u> <u>CONT'D</u>			
5. Publishing of returning students.	All returning students from over- seas Institutions who successfully completed their training should be published.	This activity began mid of 1997 and was successful.	Agencies in terms of training priorities budgetary cuts in some instances and the tardy response from local agencies with regards to nomina- tions.

**6.4.18 STAFF DEVELOPMENT ACTIVITIES**

**6.4.18.1** In 1997 210 offers of training courses were received and recorded. 50% of these offers were advertised to the Public Service, wider Public Sector and to private sector agencies, especially when non-funded private sector courses were offered.

**6.4.18.2** The reason for the shortfall was due to course offers being received with discrepancies such as:

- i) deadline dates for overseas institutions would have passed or very imminent
- ii) course offers sent in a foreign language which necessitates translation which takes time thus resulting in the expiry of the deadline date
- iii) course offers were received from some countries incomplete - without application forms or course brochures or in some cases without commencement date of course
- iv) in some cases the Government of Guyana was required to meet part of the funding - airfare, subsistence, etc.

**6.4.18.3** A total of 75 prospective trainees was targetted to proceed on training through Annual Technical Assistance Schemes and adhoc course offers for 1997.

**6.4.18.4** The section processed 56 out of the 75 projected awards. The shortfall was as a result of the change in policy of the donor agencies in terms of training priorities, budgeting cuts and the tardy response from local agencies with regard to submission of nominations.

6.4.19 A breakdown of Awards received and processed for 1997 are as follows:

No. of Awards	Sponsoring Agency	Country of Study	Name of Programme	Organization
2	ITEC	India	Rural Industry Promotion	Ministry of Regional Development
1	ITEC	India	Tool Design	Min. of Education
1	ITEC	India	Information Storage and Retrieval	Min. of Trade
1	ITEC	India	Foreign Diplomats Course	Min. of Foreign Affairs
1	ITEC	India	Training in Textile Mill Management	Sanata Textile Mill
1	ITEC	India	Personnel Management	" " "
1	ITEC	India	Textile Testing and Quality Control	" " "
1	ITEC	India	Textile Extension	" " "
1	ITEC	India	Curriculum Design and Instructional Material Course	Min. of Education - G.T.I.
1	ITEC	India	Rural Industry	Regional Development Region No. 3
1	U.S.A. Audit Award	Jamaica	Auditing	Auditor General's Department
1	Walter Reed Army Research	Trinidad	Application in Support of Enhanced Public Health Surveillance	Min. of Health
2	CIDA	Canada	Trade Liberalization and Economic Development Workshop	Min. of Trade

No. of Awards	Sponsoring Agency	Country of Study	Name of Programme	Organization
1	PAHO and Caribbean Council for Blind Sight Savers International	Guatemala	Ophthalmology	Ministry of Health
1	B.T.A.	U.K.	Hospital Administration	Ministry of Health
1	Government of Switzerland	Trinidad	Post Graduate Diploma in International Relations	Min. of Foreign Affairs
2	Commonwealth Society for the Deaf	U.K.	Electrical and Ear Mould Manufacture	Ministry of Health
1	- do -	U.K.	Audiological Medicine - Masters	Ministry of Health
1	Carl Duisberg Gesellschaft Award	U.K.	Diplomatic Studies	Min. of Foreign Affairs
2	O.A.S.	Chile	Workshop on Food Policy	Ministry of Health GAHEF
1	O.A.S.	Venezuela	Spanish as a Foreign Language	Min. of Education
1	O.A.S.	U.K.	Forestry Management - Masters	Guyana Forestry Commission
1	CFTC	Trinidad	Human Resource Planning and Management	Public Service Management



No. of Awards	Sponsoring Agency	Country of Study	Name of Programme	Organization
1	CFTC	Jamaica	Training for Trainers	Public Service Management
2	CFTC	Singapore	Information Technology	Ministry of Finance
1	CFTC	Singapore	Quality and Productivity Improvement Programme	Public Service Management
1	CFTC	Barbados	Meteorology	Min. of Agriculture
1	CFTC	India	Housing Policy	Min. of Housing
1	CFTC	Pakistan	Organization and Human Resources Development	Public Service Management
1	PAHO/WHO	Jamaica	Public Health - Masters	Ministry of Health
1	PAHO/WHO	Jamaica	Public Health Workshop	Ministry of Health
1	PAHO/WHO	Costa Rica	Human Resource Development Workshop	Public Service Management
2	PAHO/WHO	Trinidad	Asthma Management and Prevention	Ministry of Health
2	PAHO/WHO	Trinidad	Workshop for Laboratory Safety Officers	Ministry of Health
1	PAHO/WHO	Trinidad	Epidemiology	Ministry of Health
1	PAHO/WHO	Barbados	Audiometric Technician Course	
1	Kellogg Foundation	Barbados	Health Informatics (1 year)	Ministry of Health

No. of Awards	Sponsoring Agency	Country of Study	Name of Programme	Organization
1	IDB/Japan	U.K.	Primary Health Care (Masters)	Ministry of Health
3	CAD	Canada	Airport Management	Civil Aviation Dept.
1	CAD	Canada	Senior Civil Aviation Management Course	" " "
1	CAD	U.K.	Turbine Engine Propellers Helicopters	" " "
1	CAD	U.K.	Airworthiness	" " "
2	CAD	U.K.	Commercialisation, Privatization and Investment in Airport	" " "
1	CAD	U.K.	Area Control (Non Radar)	" " "
2	CAD	U.K.	Aerodrome and Approach Control Training Course	" " "

**6.4.20 Staff Development Training**

**6.4.20.1** The following officers from the Training Division were exposed  
in to training/1997:

1. **Randolph Leitch, Chief Training Officer**
  - 1) **Regional Meeting on Human Resources - "Critical Factor in Health Sector Reform"; San Jose Costa Rica, December 3 - 5, 1997**
  - 11) **Regional Workshop on Human Resource Development in the Public Service in Caricom Countries; Bridgetown Barbados; October 27 - 30, 1997**
  - 111) **Workshop on Work Improvement Teams (WITs) - Georgetown, Guyana; August 27 - 29, 1997.**
2. **Joy Thompson, Training Officer; Elise Benfield, Senior Student Affairs Officer; Gordon Chase, Manager, Finance and Information and Leslie Simon, Training Officer.**
  - 1) **Workshop on Work Improvement Teams - Georgetown, Guyana - August 27 - 29, 1997**
3. **Leslie Simon, Training Officer**
  - 1) **Training for Trainers, Management Institute for Development, Kingston Jamaica; February 3 - 28, 1997.**
  - 11) **Organization and Human Resource Development, Lahore, Pakistan; December 1 - 12, 1997. Trinidad; October 20 - November 7, 1997.**
4. **Meckna Singh, Training Officer**
  - 1) **Human Resources Planning and Management, University of the West Indies School of Business; Trinidad; October 20 - November 7, 1997.**

5. Joy James, Daphne Jackman, Babsie Peters, Cleaners, Ancillary Training Seminar - February 28, 1997
6. Roxanne Hatmil, Typist/Clerk - English Language and Communication for the Office - March 3 - 6, 1997. Registry Management in the Public Service, April 2 - 3, 1997, Secretarial Practice - May 19 - 23, 1997.
7. Osmond Edwards, Office Assistant - Office Assistant Seminar - March 25 - 26, 1997.
8. Zamila Alli, Typist/Clerk - Proficiency in Typewriting - April 14 - 17, 1997.
9. Luan Halley, Typist/Clerk - Proficiency in Typewriting - August 25 - 28, 1997.
10. Dawn Osbourne, Typist/Clerk - English Language and Communication for the Office - August 18 - 21, 1997. Registry Management in the Public Service - September 29 - 30, 1997. Secretarial Practice - October 6 - 10, 1997.

**6.4.20 Recruitment:**

1. Mr. Orin Mohan, Statistical Officer, with effect from 1997-09-22
2. Ms. Carlotta Jones, Typist Clerk I, with effect from 1997-11-17.
3. Mr. Gordon Clarke, Word Processing Operator, with effect from 1997-08-18
4. Miss Melissa Thom, Clerk II (G), with effect from 1997-09-23.

6.5

FINANCE AND INFORMATION REVIEW

Key Areas/ Objectives	Targets Set	Targets Achieved	Analysis of Success or Failure
<p><b><u>FINANCE AND INFORMATION</u></b></p> <p><b>1. Finance</b></p> <p>Monitor the budgets of the Training Division and provide proper financial support on a regular basis.</p>	<ol style="list-style-type: none"> <li>1) Prepare Cash Flow for 1997</li> <li>2) Ensure timely remittance of funds overseas.</li> <li>3) Ensure timely payment of Local students.</li> <li>4) Maintain file on Computer transaction.</li> <li>5) Maintain Cost Centres for the Training Division.</li> <li>6) Maintain Accounts for Overseas Missions and International Organizations.</li> <li>7) Reconcile Transaction Forms with Cost Centres.</li> <li>8) Maintain Cost of Training Register.</li> <li>9) Prepare Cost of Training as required</li> <li>10) Implement and Maintain Student Account from year 1996.</li> </ol>	<p>Completed</p> <p>Achieved</p> <p>Achieved</p> <p>Maintained</p> <p>Maintained</p> <p>Maintained</p> <p>Achieved</p> <p>Maintained</p> <p>67% completed</p> <p>Not done</p>	<p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p>Inadequate Staff</p> <p>Inadequate Staff</p>

Key Areas/ Objectives	Targets Set	Targets Achieved	Analysis of Success of Failure
<b><u>FINANCE AND ADMIN. CONT'D</u></b>	11) Reconcile Cost Centres with accounts at Office of the President's Accounting Unit.	Achieved	
2. <b><u>Information</u></b>	12) Prepare 1998 Budget.	Completed	
Collect data and provide a variety of information in a timely manner for decision making.	1) Review condition and capacity of hardware.	Completed	
	2) Update hardware as required.	Completed	
	3) Update software as required.	Completed	
	4) Review present file structures and amend if required.	Done	
	5) Review present programs and amend of required.	Done	
	6) Ascertain and record additional information needs.	70% completed	Inadequate Staff and computer failure.

Key Areas/ Objectives	Targets Set	Targets Achieved	Analysis of Success of Failure
<u>Information</u> <u>Cont'd</u>	7) Collect and input data on scholarship awardees sponsored by and through the Government of Guyana for years, 1985 to 1997.	20% completed	Phase I comprising current students was completed. Phase 2 represents the 80%.
	8) Collect and Input data on Staff Development Training programmes for years 1990-1997.	Not started	Insufficient time. Other programmes took priority over this one.
	9) Ensure proper care and handling of the computers.	Done	
	10) Monitor use of Databases.	Done	
	11) Ensure security of data.	Done	
	12) Provide on the job training on software in use.	Done	

6.6.

PLANNING AND ANALYSIS REVIEW

Key Areas/ Objectives	Targets Set	Targets Achieved	Analysis of Success or Failure
<p><u>PLANNING &amp; ANALYSIS</u></p> <p>1. Support the policy development process to ensure effective Scholarships Administration.</p>	<p>a) Identify areas within the scholarship activity that require policy positions to be taken and make appropriate recommendations.</p> <p>b) Ensure that all new policies are appropriately documented and brought to the attention of staff within the Training Division and the wider Public Service.</p> <p>c) Monitor policies implemented for their effectiveness and general application.</p>	<p>As matters arose appropriate recommendations were made for policy positions to be taken.</p> <p>This is an on-going activity.</p> <p>This is an on-going activity.</p>	<p>Many more issues could have been dealt with but the decision making process is too slow</p>



Key Areas/ Objectives	Targets Set	Targets Achieved	Analysis of Success or Failure
<u>PLANNING &amp; ANALYSIS</u> <u>CONT'D</u>			
2. Analyse the effectiveness of training priorities.	a) Identify areas for Human Resources Development. b) Analyse offers of training received. c) Research breaches of contract. d) Assist in development of Training Division's Database. e) Identify staff development needs. f) Offer Career guidance to potential awardees.	This was done for training at local institutions as well as overseas. As offers came in from overseas these were analysed for their usefulness and cost effectiveness. This was done as they arose. This is an on-going activity. This is an on-going activity. This is an on-going activity.	
3. Maintain accountability of operations.	a) Prepare Annual Report for 1997. b) Prepare Work Programme for 1998 c) Prepare Budget for 1998.	This was done. This was done. This was done.	

The Division concentrated on :-  
 completing those projects coming over from 1996  
 the documented programme  
 and responding to requests from the various Ministries,  
 Departments and Regional Administrations.

**6.7.1 PROJECT CONSULTING UNIT**

TARGET SET	TARGET ACHIEVED	ANALYSIS OF SUCCESS /FAILURE
<b><u>TO COMPLETE WORK FROM 1996</u></b> T&HD Org. Review	Completed	Report submitted to client.
Mahaica Children's Home	Report submitted to client.	Awaiting response from client. There seems to be a lack of interest by the Min. to conclude this. Recommended posts created by CPD.
Min. of Information - Structure and staffing	Report submitted to client.	
Min. of Local Govt. - Structure and staffing	Report submitted to client.	Ministry accepted the report. MSD is assisting with the implementation of the recommendations.
GAHEF integration	Completed	Recommended posts created by CPD
Palms Review	Report submitted to client.	There seems to be a lack of interest by the client.
Min. of Legal Aff. (semi autonomous status)	-	There seems to be a lack of interest on the part of the Min.
Restructuring of Training Division	Completed	-

TARGET SET	TARGET ACHIEVED	ANALYSIS OF SUCCESS/ FAILURE
<p><b><u>ORGANIZATION REVIEWS</u></b>                      - Supreme Court Reg.                      Phase 1: Review of:                      A) Judicial Unit                      B) Admin. Unit</p>	<p>Completed                      This report is being finalised.</p>	<p>Report accepted by client.                      The completion of this report suffered tremendously due to frequent bouts of illness by this Officer (who was pregnant during this period) and a general failure of the officer to address critical issues.</p>
<p><b><u>Phase IV-Magistracy:</u></b> This phase, originally planned for 1998 was brought forward and was used as the practical assignment for officers in training. This is definitely a plus for the client since the project time is being shortened.</p>		
<p>Magisterial Districts:</p>		
<p>a) New Amsterdam                      b) Whim                      c) Vreed-en-Hoop                      d) Vigilance                      e) Suddie                      f) Georgetown</p>	<p>Draft report prepared by officer.                      Draft report prepared by officer.                      Draft report prepared by officer.                      Draft report being prepared by officer.                      Draft report being prepared by officer.                      Draft report being prepared by officer.</p>	<p>Draft is to be perused by the SMSO before final report. To be completed by January, 1998.                      (as above)                      (as above)                      This report will be completed during the first quarter of the new year.                      (as above)                      (as above)</p>

<p>- Region # 7 * Educ. Dept. Structure and staffing for Bartica Sec. School dormitory</p>	<p>Report submitted to client.</p>	<p>Awaiting response from client. Reminders have been sent. The Min. of Education and the Reg. Admin. Reg.#7 have been asked to intervene.</p>
<p>-Ministry of Health * Environmental Health Unit</p>	<p>Report submitted to client.</p>	<p>Original report was misplaced. A copy was resubmitted in November. Awaiting response to finalise this project. The Health planner &amp; PPO have been informed.</p>
<p>- Min. of Finance *Accounting Unit for Secretariat</p>	<p>Report submitted to client.</p>	<p>The positions have been recommended to be created for six months in the first instance due to implications re -the restructuring of the Ministry</p>
<p>- Min. of Finance *Restructuring</p>	<p>This is not a MSD/PSM project. MSD assisted the consultant recruited by the Ministry of Finance by providing data, offering suggest- ions, reviewing recommendations etc. The project, according to information at hand suggests that the project is on hold since no request has come to PSM for the creation /abolition of posts as recommended in the Macro report prepared by the consultant and accepted by the Ministry of Finance.</p>	
<p>-Min. of Education *Linden Tech. Inst.</p>	<p>Report submitted to client.</p>	<p>Original report was misplaced. Copy was replaced in November. Awaiting response to finalise report.</p>
<p>-Min.of Home Affairs * Parole Unit (additional staffing)</p>	<p>Report completed.</p>	<p>-</p>
<p>-Canteen - PSM</p>	<p>Report completed.</p>	<p>-</p>

<p><b><u>OPERATIONAL DOCUMENTATION</u></b> - Desk Files</p>	<p>PSM/OP was selected as pilot.</p>	<p>Based on discussions on project paper, MSD selected PSM as the pilot. Discussions were held with the SPO, who is to assist with the provision of a work plan to do Desk Files for the generic positions.</p>
<p>-Records Management Volume II</p>	<p>An examination was done on the MANUAL OF RECORDS SYSTEMS AND PROCEDURES that was done by MSD in 1987. This manual contains a detailed examination and recommendations on a proposed file classification system (among other issues) that can be of tremendous benefit to the whole question of records management for the Public Service. This would be reviewed for possible amendments and distribution for implementation throughout the Public Service.</p>	
<p>- Storekeeping Manual</p>	<p>Discussed with the Accountant General.</p>	<p>MSD had an initial discussion with the AG where the general idea was presented. This was to be followed by other discussions to map out a strategy. At this stage, the Auditor General was also to be involved. MSD was unable to conclude due to the tight schedule of the AG.</p>
<p><b><u>IMPLEMENTATION SUPPORT</u></b> -Min. of Labour * Social Services Division -Min.Of Information</p>	<p>The support is on-going and based on recommendations made on studies done for the organizations in 1996. Targets were not set since these were completed according to the various implementation plans. The support in question is based on minor requests that are the off-shoots of the implemented recommendations.</p>	

<p><b><u>TRAINING INITIATIVE</u></b></p>		
<p>- 10 weeks training prog. for newly recruited officers completed.</p>	<p>Completed</p>	<p>The theoretical phase involved formal classroom and discussion sessions.</p>
<p>- The two (2) officers recruited under the PAP are being coached as required</p>	<p>On going</p>	<p>The officers were supplied with the training manual used by MSD.</p>
<p>- Training in computer skills.</p>	<p>Completed</p>	<p>Apart from the newer officers, all staff were trained in MS DOS D base and WP 6.1 at the NDMA. Arrangements will be pursued to train the others in 1998.</p>
<p><b><u>-SUPPORT TO REFORM INITIATIVES</u></b> *Development of org'al arrangements in Mins.of Health &amp; Edu'tion to support Programme Budgeting</p>	<p>Completed</p>	<p>Structure and staffing levels finalised. Recommended posts created by CPD. There were some problems associated with the number of persons to be attached to the Units. However, representatives of Ministries and GEM-P were quite helpful in resolving the issues.</p>
<p><b><u>UNPLANNED</u></b></p>		
<p>* Facilitating the creation and work of a Registry Networking group.</p>	<p>Three Network Meetings (The third meeting, planned for mid December was not held due to the elections impasse)</p>	<p>Two network meetings were held. A Steering Committee was also established. The group is finalising their role(s) and is preparing a plan of activities for 1998. As an indication of support a network member is currently in India on training in info. management.</p>

<p><b>DEVELOPMENT OF DATA</b></p>		
<p><b>BASE</b></p>		
<p>* Structure of Govt 1997</p>	<p>Not completed</p>	<p>Response has been slow in relation to circular sent and despite efforts by the Mngt. of PSM.</p>
<p>* Develop and maintain inventory of structures of ministries, Depts. and agencies.</p>	<p>Not completed</p>	<p>MSD needs to have more current data since there have been changes to some ministries since the restructuring exercise of 1991/2. Further, the officer recruited to assist in the inputting of data needs additional training that will be made available in the new year.</p>
<p>* Develop a booklet - Profile of the Executive arm of Government.</p>	<p>Not attempted.</p>	<p>Will be attempted in the new year.</p>
<p><b><u>TO ASSIST IN REDUCING OPERATIONAL COST IN PSM/OP AND IMPROVING STANDARDS OF PERFORMANCE IN MSD</u></b></p>		
<p>*Set standards and implement same relating to telephone usage for personal reasons-incoming/outgoing calls by Feb., 1997</p>	<p>Not formally established.</p>	<p>Despite a general agreement by staff to limit time used for personal reasons re-telephone, there yet exists room for improvement.</p>
<p>*Develop and implement a programme of preventative maintenance for all computer equipment in MSD by Feb 1997.</p>	<p>Not formally established.</p>	<p>For routine repairs and maintenance, MSD uses the services of NDMA. This is done on a 'needs' basis. In 1998, a more formal arrangement will be sought. Work has been started to this end.</p>

<u>TO ASSIST IN REDUCING OPERATIONAL COST IN PSM/OP AND IMPROVING STANDARDS OF PERFORMANCE IN MSD -cont'd</u>		
*Put in place an end of day mechanism to ensure the closure of all electrical equipment and facilities in MSD by Jan,1997	Not formally established.	Despite a general agreement by staff to ensure equipment etc. are closed off each afternoon, there exists room for improvement.
*Install and maintain mechanism to monitor the location of all MSD assets on a quarterly basis w.e.f March 1997.	Not formally established.	This activity is rather done on a daily basis. This is further facilitated by the Internal Audit Unit of OP.
* Recruit and have trained by the end of Feb., 1997 one computer systems officer for Bulletin and Database m'tce purposes.	Officer recruited.	An officer styled Mgt. Ser. Asst. was recruited during the last quarter. This officer will be trained during the new year as necessary
* Recruit three new officers into the Division from the wider Public Service by May, 1997.	-	During the year, seven persons were recruited. However, none was from the wider Public Service



6.7.2 QUALITY AND PRODUCTIVITY UNIT

TARGET SET	TARGET ACHIEVED	ANALYSIS OF SUCCESS /FAILURE
<p><b><u>TO FOSTER A CHANGE IN THE CULTURE OF THE PUBLIC SERVICE TARGETING ATTITUDES VALUES AND THE REGULATIONS FRAMEWORK</u></b>                      *The development of a draft Code of Ethics by Sept 1997</p> <p>* Project managing the revising of the Public Service Rules</p>	<p>Not done</p> <p>Not done</p>	<p>Will be attempted in the new year. The officer assigned was involved in other urgent assignments.</p> <p>A concept paper was prepared and submitted to Cabinet. This activity will be addressed in 1998.</p>
<p><b><u>TO FACILITATE GREATER INTERACTION AT BOTH INTER AND INTRA MINISTRY LEVELS</u></b>                      * Production and circulation of four (4) issues of the Bulletin.</p> <p>*Introducing 'TIME-OUT HOUR' interludes in MSD and PSM/OP.</p>	<p>September/December issue not printed. The May and July issues were printed and circulated.</p> <p>Not done.</p>	<p>All activities for the printing of this issue have been completed. This has been put on hold at the Minister's request. This issue should be out during the first quarter of 1998. The December 1996 issue was printed in Jan.1997. There was little cooperation from members of the Editorial Board. This activity will be introduced into MSD during the first quarter of 1998 and into the other Divs. of PSM before the end of the first half of the year.</p>

TARGET SET	TARGET ACHIEVED	ANALYSIS OF SUCCESS /FAILURE
<p><u>TO ENHANCE THE DIVISION'S POTENTIAL FOR EFFECTIVE PERFORMANCE THROUGH STRUCTURED IN-HOUSE CAPACITY BUILDING PROGRAMMES AND TECHNOLOGICAL IMPROVEMENTS.</u></p> <p>* Develop a comprehensive Staff Dev. Programme by March 1997</p> <p>* Conduct at least 10 management level training sessions during 1997</p> <p>* Conduct at least 10 skills related training sessions for all MSD staff in 1997.</p> <p>* Acquisition of 4 computers and 1 laser jet printer by February, 1997</p> <p>* Acquisition of 1 flipboard chart by March, 1997.</p>	<p>Not done</p> <p>Not done</p> <p>Seven were done</p> <p>Done</p> <p>Done</p>	<p>There exists a programme outline that was attempted in 1994. This will be amended in the new year to address the needs of all the Officers. The officers assigned to exercise were engaged in other assignments</p> <p>Separate training sessions were not done, rather, staff development sessions were done for all staff attached to the MSD as a group. With regards Mgt. level training, the DPS (then CMSO) was to initiate this. Due to her busy schedule this was not possible</p> <p>In addition to these the Division also acquired two (2) lap top computers.</p> <p>-</p>

TARGET SET	TARGET ACHIEVED	ANALYSIS OF SUCCESS /FAILURE
<p><b><u>TO FOSTER A GREATER FOCUS IN 1997 PERFORMANCE IN ORDER TO FACILITATE PRODUCTIVITY AND QUALITY SERVICE TO END USERS</u></b></p> <p>Develop and conduct 6 'in house' Quality and Productivity Awareness Programmes to 3 agencies at both managerial and operational levels:</p> <ul style="list-style-type: none"> <li>- PSM/OP</li> <li>- Min. of Education</li> <li>- Min. of Labour</li> </ul> <p>* Introduce a Customer Oriented Programme in :</p> <ul style="list-style-type: none"> <li>- Labour</li> <li>- Education</li> </ul> <p>* Introduce in collaboration with TD a Public Contact Programme in:</p> <ul style="list-style-type: none"> <li>- GRO</li> <li>- Deeds Registry</li> <li>- Supreme Court Reg</li> </ul> <p>* Develop video on 'Effective Counter Service'</p> <p>* Introduce WITs in MSD and PSM.</p>	<p>Q and P Awareness Prog was conducted at PSM. Our attempt at the Min of Labour was not successful due to the staff being unavailable.</p> <p>Not done</p> <p>Not done due to staff not being fully trained and equipped at that time.</p> <p>Not completed</p> <p>Completed The establishment of WITs would be attempted during the first quarter in PSM and selected Ministries.</p>	<p>The Concepts were new to the Service, hence they were being viewed with a lot of skepticism even in PSM. Further, our real efforts began during the last quarter. This further prevented us from our targets.</p> <p>(as above)</p> <p>Strategy and programme content has been finalised with TD. Will be attempted in the new year.</p> <p>The story line has completed. To augment this, a brainstorming exercise is planned with MSD/TD staff.</p> <p>WITs was launched by Ms Jumpp-Barnaby, Vice Dean of studies MIND, Jamaica. Two persons from Min. of Labour were also exposed to the concept. It is expected that these participants would train</p>

TARGET SET	TARGET ACHIEVED	ANALYSIS OF SUCCESS /FAILURE
<p>* Monitor the submission of Annual reports.</p>	<p>On going.</p>	<p>others in their respective Ministries. Agencies have not been responding as expected.</p>
<p><b>UNPLANNED ACTIVITIES</b></p>		
<p>* <u>CUSTOMER/SUPPLIER ORIENTATION.</u></p>		
<p>- Diagnostic workshops.</p>	<p>Completed</p>	<p>Four (4) Divisional workshops were held: . Admin. support . Training . Personnel . Mngt. Services.</p>
<p>- Integration Exercise</p>	<p>Completed</p>	<p>In addition, as was suggested by the facilitator, an INTEGRATION EXERCISE and a workshop on strategic planning were also facilitated</p>
<p>- Strategic Planning workshop</p>	<p>Completed</p>	
<p>- WITs review meetings</p>	<p>Not done</p>	<p>Taken as a group, no WIT was established in PSM, hence no project was identified. Further, our attempt at the then Ministry of Labour was unsuccessful due to the unavailability of their staff. As an obvious spinoff from the above, no monitoring was possible.</p>
<p>- 1st Wits award activity</p>	<p>Not done</p>	
<p>- Monitor the implementation of WITs and service level agreements</p>	<p>Not done</p>	
<p>- Establish criteria for a customer orientation recognition scheme</p>	<p>Not attempted</p>	<p>This will be attempted in 1998 since staff had to trained</p>
<p>- Monitor levels (degrees) of customer-orientation levels in PSM.</p>	<p>-</p>	<p>This is on hold since we thought that this was premature given the short period of our focus on customer orientation.</p>

TARGET SET	TARGET ACHIEVED	ANALYSIS OF SUCCESS /FAILURE
<p>- Reshape culture - team building exercises</p> <p>- Develop mechanism eg. customer feed-back form for both internal and external users</p> <p>- Establish structural and procedural processes to invite and deal with complaints.</p> <p><b>* <u>CONCEPT PAPERS</u></b> (including work plans and budgets) for introducing the following quality approaches into the Public Service.</p> <ul style="list-style-type: none"> <li>- WITs</li> <li>- Public Contact Programme</li> <li>- Customer/Supplier orientation awareness programme</li> </ul> <p><b>* Sensitisation Seminar for PSM</b></p>	<p>Draft completed</p> <p>Draft completed</p> <p>Drafts completed for all papers.</p> <p>Taken as a group, MSD in collaboration with TD has planned to conduct nine (9) workshops as follows:</p> <ul style="list-style-type: none"> <li>* WITs ..... 3</li> <li>* Public Contact..... 2</li> <li>* Customer/Supplier.... 4</li> </ul> <p>The agencies targeted are as follows:</p> <ul style="list-style-type: none"> <li>* WITs - Ministries of Trade, Education and Home Affairs.</li> <li>* Public contact - Ministries of Finance and Home Affairs</li> <li>* Customer/Supplier - Ministries of Trade, Education and Home Affairs (GRO)</li> </ul> <p>Completed</p>	<p>A draft paper has been prepared. It is being reviewed for the preparation of a final report.</p> <p>A draft paper has been prepared. It is being reviewed for the preparation of a final report.</p> <p>Papers being reviewed for preparation of final reports.</p> <p>This activity was held at the Ocean View In'tl Hotel. Staff were attired in their T-shirts with the Q &amp; P logo.</p>

TARGET SET	TARGET ACHIEVED	ANALYSIS OF SUCCESS /FAILURE
<p><b>GENERAL INITIATIVES</b></p> <p>* Summarise the Canadian Code of Ethics highlighting key thrust, structure, mode of development and illustrate by way of a proposed approach, elements that can be incorporated in our own Code of Ethics in the first quarter of 1998.</p> <p>* To monitor in a tangible form, any change in culture. Develop an employee opinion survey questionnaire which can be utilised in October, 1997.</p> <p>* Develop a proposal to cope with the workforce during this period of change and transition.</p> <p>* Develop procedure for MSD staff as follows:                      - the new approaches in process consulting, emphasising strategies/mechanisms to be used to ensure ownership, thus enhancing level of implementation.</p> <p>- peer review after projects - commence with a concept paper by the end of October 1997.</p> <p>- in conjunction with TD, develop a concept paper for a training levy to be tabled to PSRC/Cabinet by November, 1997.</p>	<p>-</p> <p>Completed</p> <p>-</p> <p>-</p> <p>Completed</p> <p>-</p>	<p>An officer has been assigned to this project and work will commence shortly keeping in mind the deadline.</p> <p>The questionnaire was prepared, the survey was done and the results were tabulated etc.</p> <p>Due to other assignments and leave that was granted to the officer assigned, it was not possible to attempt this. This will be attempted in the new year.</p> <p>Due to other duties, it was not possible for the officer assigned to attempt this. This will be attempted in the new year.</p> <p>-</p> <p>One meeting was planned by the CTO and CMSO (ag). This did not materialise and unfortunately no follow-up was done. This will be addressed in 1998.</p>

TARGET SET	TARGET ACHIEVED	ANALYSIS OF SUCCESS /FAILURE
- Establish Customer Service Desk in PSM.	Draft JD completed	Draft being reviewed for preparation of required JDJS. It is expected that this function will be in PSM during the first quarter of 1998.

**6.7.3 STAFF DEVELOPMENT**

During the year, the following officers attended the undermentioned overseas courses/programmes:

Mr M. Haricharan - Management and Human Resources Development Consulting, 5 - 17th May, Ottawa, Canada.  
Ms V. Clarke - Management and Human Resources Development Consulting, 5 - 17th May, Ottawa, Canada.  
Ms D. Gittens - Training of Trainers for Quality and Productivity Improvement, 13 - 25 October, Singapore.

**6.7.3.1**

The following officers attended a three-day workshop on 'Work Improvement Teams Techniques' sponsored by the PSM and which was held at the Hotel Tower during the period, August 27 - 29th.

Mr M. Haricharan  
Ms V. Clarke  
Mr C. Thompson  
Ms A. Moore.

Mr C. Chichester attended a three-day workshop on 'Project and Programme Monitoring and Evaluation' sponsored by CARICOM Secretariat and which was held at the Ocean View Convention Centre during the period, December 1st - 3rd.

All staff members attended a one-day Diagnostic workshop sponsored by PSM which was held on the 9th October at the Park Hotel. This work shop was facilitated by Mr Earl Nesbitt, Organization and Development Specialist, Ministry of Public Administration and Information, Trinidad and Tobago.

All staff members attended a one-day Integration Exercise workshop sponsored by PSM which was held on the 27th November at the Pegasus Hotel. This workshop was facilitated by Mr Anthony Watkins, a Management Consultant from Trinidad and Tobago, Mr Earl Nesbitt, Organization and Development Specialist, Ministry of Public Administration and Information, Trinidad and Tobago and Ms Sandra Myers a CFTC Adviser attached to the Caribbean Centre for Development Administration (CARICAD).

The following officers attended a one-day workshop on 'Strategic Planning' sponsored by the PSM and which was held at the Pegasus Hotel on the 28th November.

Mr M. Haricharan  
Ms V. Clarke  
Mr C. Thompson  
Mr C. Chichester  
Mr R. Trotman

This workshop was facilitated by Mr Earl Nesbitt, Organization and Development Specialist, Ministry of Public Administration and Information, Trinidad and Tobago and Ms Sandra Myers a CFTC Adviser attached to the Caribbean Centre for Development Administration (CARICAD).



Regular in-house staff development sessions were conducted by officers on selected topics/areas.

**6.7.4 STAFFING**

**6.7.4.1** The Division started the year with an approved establishment of twenty-four (24) posts. These included two positions of Typist/Clerk II/I.

**6.7.4.2** During the year, the posts of Typist/Clerks were abolished and one (1) post of Management Services Assistant was created. Due to the internal restructuring done, another post of Principal Management Services Officer was created. This, therefore, allowed for the staff position strength to remain at twenty-four (24).

**6.7.4.3** The actual staffing as at 31/12/1997 is depicted in the Table below.

POST	AUTHORISED EST' LMENT	ACTUAL	SUBS.	ACTING/ TEMPORARY	VACANCIES
C.M.S.O	1	1	-	1	1
P.M.S.O	2	1	1	1	1
S.M.S.O	5	3	2	2	3
M.S.O 11/1	15	10	7	5	5
MGT. SERV. ASSISTANT	1	1	-	1	-
	24	16	10	10	10

**6.7.5 Recruitment**

Ms Nadia Swamy - Temp.Mgt.Ser.Off.I w.e.f. 1997-04-09.  
 Ms Abena Moore - Temp.Mgt.Ser.Off.I w.e.f. 1997-04-14.  
 Ms Phorsha Roberts - Temp.Mgt.Ser.Off.I w.e.f. 1997-08-04.  
 Ms Jon Pickering - Mngt.Serv.Asst. w.e.f. 1997-09-09.  
 Mr Cyril Cummings - Mngt. Serv. Off. I w.e.f. 1997-09-30.  
 Mr Roderick Trotman - Snr.Mgt.Ser.Off. w.e.f. 1997-09-30.

**6.7.6 Transfers in**

Mr Naresh Prashad from Internal Personnel w.e.f. 1997-04-01.  
 Ms Joy Prince from Internal Personnel w.e.f. 1997-08-18.

**6.7.7 Transfers out**

Nil

**6.7.8 Promotions**

Nil

**6.7.9 Resignations**

Ms Linda Calder - Mgt. Serv. Off. I w.e.f. 1997-09-16.

**6.7.10 Dismissals**

Nil

**6.7.11**      **CONSTRAINTS**

- 6.7.11.1**      The Division faced a number of constraints during the year. However, recruitment was not one of them.
- 6.7.11.2** -      As shown under the captions 'Recruitment' and 'Transfers in' above, the Division was able to attract eight (8) new members of staff. Another has just about one (1) year experience. This obviously constrained the Division in the amount of projects it could have handled due to inexperience. Further, (as is evidenced by their employment dates) four (4) of the recruits were under training at the end of the year.
- 6.7.11.3** -      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 underestimation of time required to complete Final Reports by project managers especially where the draft reports were being prepared by the newer officers.  
Further, some excuses were given just for the sake of excuses. Despite talk of "being professional", this is yet to manifest itself by some officers in the Division.
- 6.7.11.4** -      The lack of commitment by some clients to expeditiously execute their role in the projects, for example, examine draft reports to ensure understanding of the issues, the analysis and recommendations, also hindered the timely presentation of Final Reports.  
There were many instances where assurances/deadlines given by clients and/or their officers in the delivery of information were not met, resulting in delays and frustrations on the part of MSD staff. In many instances assistance had to be sought from the PS and DPS of PSM to ensure client compliance.
- 6.7.11.5** -      The Quality and Productivity section is yet in its developmental/embryonic stage. There is the need for all officers (in both sections since staff rotation is being practiced) to be trained/exposed to quality and productivity and other relevant techniques if this section is to make rapid and increasing impact on both the PSM and the wider Public Service.

### **6.7.12 PROJECTIONS FOR 1998**

**6.7.12.1** The Division will approach 1998 with a great deal of optimism since indications are that support is readily available from top management. Staff development will be a priority, since in order for MSD to attempt to introduce necessary 'qualitative change' both in PSM and the wider Public Service, we will have to develop our own competencies. Further, newer and more up-to-date approaches and techniques will have to be acquired and adopted/implemented in the conduct of traditional consultancy projects.

**6.7.12.2** With regards some of the dysfunctions issues viz, undesirable work attitudes/ethics of some staff etc, newer approaches to increase morale, to imbue a sense of being a valued member of a team and to be more responsible with regards to performing duties will have to be adopted, eg. time out, day of sports etc.

**6.7.12.3** Notwithstanding, the Division, in 1998, will place emphasis on preliminary work (preparation of concept papers, etc) started in 1997, especially as they relate to the improvement of quality service to the general public.

**6.7.12.4** Major issues to be addressed will include:-----

- introducing quality and productivity initiatives into the PSM and the wider Public Service using an incremental/pilot approach,
- constructing a climate whereby emphasis is placed on customer satisfaction,
- encouraging and facilitating improved work practices, etc, by introducing the concept of WITs (Work Improvement Teams) into selected Ministries/Departments,
- facilitating the improvement of personnel management practices and workers' duties and obligations, etc.

**6.7.12.5** Specific programmes to address these issues will include;

- introducing a Public Contact Programme in the service,
- introducing a Customer Oriented Programme in selected Ministries,
- organizing WITs, conducting the necessary training (with the Training Division) of WITs members/facilitators in selected Ministries and
- assisting in facilitating the revision of the Public Service Rules and the development of a Code of Ethics for Public Servants, among other initiatives.

**6.7.12.6** With regards our traditional consultancy role, work will be concentrated on completing tasks from 1997. During the first quarter also, major emphasis will be placed in facilitating the establishment of the new ministries. This will entail the design/re-design of structures, recommending staffing levels (both qualitatively and quantitatively) etc.

**6.7.12.7**

With the evident need to improve Records Management throughout the Public Service, emphasis will be placed on the establishment of a cadre of officers capable of executing this function. This will be done in collaboration with the recently created Registry Networking Group. This will probably necessitate the recreation of a Records Management Unit within the Project Consulting Unit of MSD.

**6.7.12.8**

In the execution of our projects, newer approaches/techniques will be used so as to facilitate data analysis and the development of recommendations. The clients will be expected to play more meaningful roles so as to ensure maximum implementation of recommendations.

**6.7.12.9**

We, in MSD, look forward to a more productive 1998, recognising that we will be supported by top management. However, we also expect more concern to be shown to 'people issues' including pay and grading of MSD officers.

## CENTRAL PERSONNEL DIVISION

**6.8**

**6.8.1** In 1997 the Division was able to achieve approximately seventy percent(70%) of target set. Several ad hoc activities were attended to during the year which resulted in all targets not completed.

The services of a Principal Personnel Officer in February, 1997 and in September, one Senior Personnel Officer and one Personnel Officer II were secured. With the assistance of these "new recruits" some outstanding issues were addressed and recommendations made for consideration.

**6.8.2** The staff complement at the end of 1997, was as follows:

POST	AUTHORISED ESTABLISHMENT	ACTUAL POST FILLED	ACTING/ TEMPORARY APPOINTMENT	VACANCIES	REMARKS
CHIEF PERSONNEL OFFICER	1	-	1	1	G. HUSBANDS PRINCIPAL PERSONNEL OFFICER ACTING
PRINCIPAL PERSONNEL OFFICER	2	2	-	-	
SUPERNUMERARY PRINCIPAL PERSONNEL OFFICER	1	1	-	-	
SENIOR PERSONNEL OFFICER	6	5	-	1	
PERSONNEL OFFICER II	4	1	-	3	
PERSONNEL DOCUMENTATION OFFICER	1	1	-	-	
<b>TOTAL</b>	<b>15</b>	<b>10</b>	<b>1</b>	<b>5</b>	

**6.8.3 THE DETAILS OF STAFF CHANGES ARE LISTED BELOW:**

TYPE OF CHANGES	NAME OF OFFICER	DESIGNATION	EFFECTIVE DATE	REMARKS
TRANSFERRED	(i) JAIRAM GEER	PRINCIPAL PERSONNEL OFFICER	6th February, 1997	MR. J.GEER WAS TRANSFERRED FROM REGION#4
	(ii) CLAUDETTE WILLIAMS	PERSONNEL OFFICER I	23rd April, 1997	MS. C.WILLIAMS WAS TRANSFERRED TO THE OFFICE OF THE PRESIDENT
RECRUITMENT	(i) CLEMENT CAMERON	SENIOR PERSONNEL OFFICER	30th September, 1997	
	(ii) JANET GILL	PERSONNEL OFFICER II	30th September, 1997	
	(iii) KAVITA SAHADEO	WORD PROCESSING OPERATOR I	17th November, 1997	

6.8.4

STAFF DEVELOPMENT

NAME	DESIGNATION	VISIT	DURATION	REMARKS
GLORIA HUSBANDS	CHIEF PERSONNEL OFFICER (ag)	MANAGEMENT AND DEVELOPMENT DIVISION, JAMAICA	18th May, 1997-22th May, 1997	TO HOLD DISCUSSIONS AND OBSERVE THE OPERATIONS OF THE HUMAN RESOURCE MANAGEMENT INFORMATION SYSTEM (H.R.M.I.S.), JAMAICA

6.8.5 During the year under review the staff of the Central Personnel Division was exposed to training in Work Improvement Teams which were aimed at improving Customer-oriented relations, held during the period listed below:

DURATION	LOCATION
(I) 27th August, 1997 - 29th August, 1997	HOTEL TOWER
(ii) 10th October, 1997	PARK HOTEL
(iii) 26th November, 1997 - 28th November, 1997	PEGASUS

**A SUMMARY AND REVIEW OF THE DIVISION'S  
PERFORMANCE DURING THE YEAR 1997**

6.8.6

KEY AREAS	TARGET SET	TARGET ACHIEVED	REMARKS
Policy Implementation re Personnel Rules and Procedures and Conditions of Service of Public Servants	Setting of standard criteria for the allocation of quarters	50% Completed	To be completed in June, 1998
	Rationalization of generic Job Descriptions/Job Specifications	On-Going	Ten(10) % of this activity was completed in 1997. The remainder to be achieved by October, 1998.
	Compilation of 1997 Inventory of positions in the Public Service	Completed	
	Review of the status of supernumerary positions in the Public Service	Completed	
	Implementation of the Staff Performance Review Scheme	Completed	
	Determination of leave categories by Grade	90% Completed	Submission with the Permanent Secretary for decision
	Updating and computerising information re: Residential Telephone facilities	10% Completed	To be achieved in the first half of 1998



KEY AREAS	TARGET SET	TO BE ACHIEVED	REMARKS
Improvement of Personnel Records Keeping to access information quickly	Meeting with Principal Personnel Officers	On-Going	Two meetings were held during 1997
	Development and Implementation of a Classification plan in the Public Service	85% Completed	To be completed by March, 1998
	Preparation of Desk Files	10% Completed	This exercise is expected to be completed by May, 1998.
	Verification of all personal and position information entered in the Personnel Record Keeping System	On-Going	Visits made during the year to Ministries/Departments to verify information submitted to Public Service Management
	Collection of additional personal data on Public Servants for the Personnel Record Keeping System (e.g. Working history, educational particulars, leave separation particulars)	On-Going	It is intended that as the P.R.K.S progresses, personal data and other relevant details on the Public Servant would be stored.

KEY AREAS	TARGET SET	TO BE ACHIEVED	REMARKS
Industrial Relations	Distribution of information in the Personnel Record Keeping System to the other Public Service Agencies	On-Going	Updated Staff lists were distributed to various Ministries/ Departments for verification.
	Processing representations from the recognised bargaining Agents and the Public	On-Going	The Pubic Service Management was able to assist in resolving industrial disputes in the Ministry of Agriculture and Region # 6.
	Holding scheduled meetings with the Guyana Public Service Union to discuss matters relating to the Welfare of Public Servants	On-Going	During the year under review four(4) meetings were held.
Training	Personnel Management Training for Personnel Practitioners in the Public Service	50% Completed	A Personnel Management Training Programme has been developed and will be mounted in the first half of 1998.

KEY AREAS	TARGET SET	TARGET ACHIEVED	REMARKS
	<p><u>Additional Activities</u></p> <p>Visits to Ministries/Departments/Regions</p>	Completed	Special training needs of operators of Computers in the Agencies were undertaken with respect to the P.R.K.S.

**6.8.7** 1998 PROJECTIONS

**6.8.7.1** It is proposed that for 1998 more emphasis would be placed on examining policy issues for settlement and for taking on board issues emanating from the results of Public Service Reform initiatives. In recognition of an inadequate remuneration structure, resulting in high levels of usage of critical and scarce skills and the demotivation of Public Servants, the Government has committed itself to gradually over time bring the salary structure of the Public Service, particularly for positions considered key and critical, to within ten(10) percent of the median rates prevailing in the Private Sector. Against this background a compensation survey of the Private Sector would be conducted specifically, under the Initiative for Heavily Indebted Poor Countries (H.I.P.C.), The Government plans to implement, through Public Service Management, the following measures by the dates indicated below:

- (a) Carry out a survey of Private Sector remuneration to establish benchmarks to be used in improving remuneration of comparable positions in the Civil Service. Establish mechanisms to carry out such surveys regularly.  
**(June 1998)**
- (b) Develop a new remuneration structure for managerial, professional and technical positions in the Civil Service to bring the remuneration to such levels, relative to the Private Sector, as would enable the Civil Service to attract and retain skilled persons for these positions.  
**(September 1998)**
- (c) Develop norms and mechanisms for periodic adjustment of the remuneration structure vis-à-vis the Private Sector.  
**(September 1998)**

**6.8.7.2** Additionally, the Division proposes to:-

- (i) Ensure quarterly meetings of Heads of Personnel Divisions.
- (ii) Ensure regular visits to Ministries/Departments and Regions are under taken so that issues could be settled in a more timely fashion.
- (iii) Identify training needs for personnel practitioners in Ministries/Departments and Regions and organize appropriate training.

**6.8.7.3** It is proposed that by the end of 1998 there would be more competent and efficient staff in the Public Service so that personnel issues could be dealt with in a manner satisfactory to all Public Servants.

7.0

**PUBLIC ADMINISTRATION PROJECT**  
**2480 GUA**

**PROJECT COORDINATING UNIT**

**ANNUAL REPORT 1997**

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 167*).

A decision was taken not to fill the vacant positions at December 1997 as 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**

7.2.2.1

**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.

**7.2.2.2**                    Regional Administration System

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

**7.2.2.3**                    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 centre and personnel operational responsibilities in the line personnel units within the Ministries/Regional Administrations/Constitutional Agencies.

**7.2.2.4**                    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 instalments within a three (3) year tour of duty.

**7.2.4**                      Coordinating Unit

**7.2.4.1**                    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.

### **7.3 SUMMARY AND REVIEW**

#### **7.3.1 Public Sector Management Strengthening - Revenue Administration**

Centro Interamericano de Administradores Tributarios (CIAT) was awarded a contract for a coordinated assistance project in these interdependent areas:

- (i) Support for the implementation of a Revenue Authority;
- (ii) Strengthening of the Customs Department; and
- (iii) Strengthening of the Inland Department .

Work is expected to start in 1998.

#### **7.3.2 Regional Administrations System**

Following acceptance of a diagnostic study CARICAD was contracted to complete Phase II of this component.

CARICAD is to collaborate with Central Government in the implementation of the following recommendations:-

##### **7.3.2.1 Legal and Administrative Issues**

- a) Review pertinent legislation and prepare a single volume of existing relevant Legislation.
- b) Prepare and convene training sessions on responsibilities and functions of Regional Executive Officer; Chairman, RDC, Chairman, NDC; Manuals for respective functions and posts will be designed.

- c) The structure of Regional Administration will not be addressed.

**7.3.2.2**

Organizational Development and Training

- a) Planning workshop seminars and retreats to address good governance, decentralised planning, coordinated management, non-governmental agency involvement.

**7.3.2.3**

Human Resources Management

- a) Develop in conjunction with P.S.R.C., the Personnel Record Keeping System (PRKS) customerised to address Regional Administration needs.
- b) Review establishment of Regional Administration in light of reforms modernisation and centralisation.

**7.3.2.4**

Information System

- a) Collaboration in the introduction and training of Regional Staff in PRK & Expenditure Control Information System.

**7.3.3**

Financial Management and Accountability

- a) Creation of capacity for addressing property evaluation
- b) Production of operation manuals.
- c) Coordination in Budget Formulation between Center and Periphery.

**7.3.4.**

c. Personnel Management

Hardware and software for the PRKS were distributed during 1997.

**7.3.5**

d. General Administration

At the end of 1997 goods totalling approximately G\$143.21M had been allocated to the system.

**7.3.6**

Recruitment Programme

**7.3.6.2**

At December 1997 *forty two (42)* candidates had been recruited under this programme.

Experience has shown that the conditions offered under the programme were not attractive enough to facilitate projected recruitment of about ninety (90) Guyanese professionals into the Public Service. The main constraint appeared to continue to be the low level of Public Service Salaries.

### 7.3.7 Coordinating Unit

Provision in the 1997 Budget for the Unit totalled G\$254.642 comprising IDA funding of \$250.0M and Government of Guyana funding of \$4.642.

Expenditure for 1997 was as follows:-

	<u>G.O.G</u>	<u>IDA</u>
	<u>G\$M</u>	<u>G\$M</u>
Budgeted	4.642	250
Supplementary	<u>Nil</u>	<u>Nil</u>
Amount released	4.640	170.43
Payments made	<u>4.6</u>	
Goods		143.21
Consultancy		7.94
Recruitment Cost		30.85
Regional Administrations System		11.65
Personnel Management		<u>1.42</u>
		<u>195.07</u>
Balance/(Deficit)	<u>0.040</u>	
Excess		
IDA projection		(24.64)

### 7.3.8 CONCLUSIONS

#### 7.3.8.1 Achievements

Progress in the area of recruitment improved. In addition several short external and local training programmes were funded through the project for staff of Public Service Management.



**7.3.8.2 GENERAL**

During 1997 the sum of US\$1.0M was transferred to the General Administration Component to procure equipment for the Ministry of Home Affairs and the sum of US\$0.97M to the Coordinating Unit to facilitate training expenses and the recruitment of short term consultants.

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

	<u>Component</u>	<u>Consultancies \$M</u>	<u>Goods \$M</u>
i.	Public Sector Management Strengthening	1.63	7.47
		<u>Consultancies</u>	<u>Travel Exps etc.</u>
ii.	Recruitment Programme	0.1	1.7
		<u>Consultancies</u>	<u>Goods</u>
iii.	Coordinating Unit	1.57	0.1

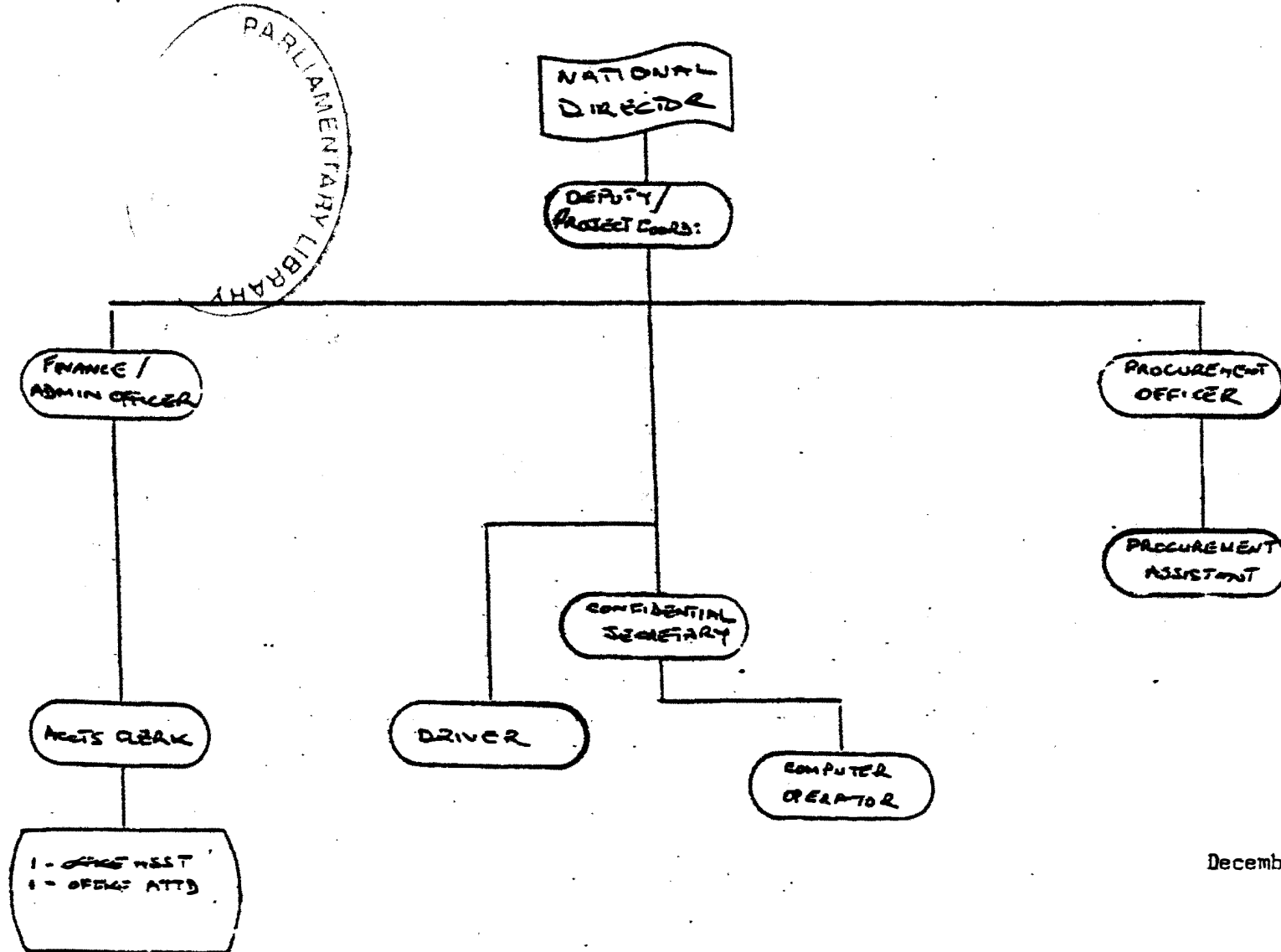
  
H R. Balgobin  
Project Coordinator  
**PUBLIC ADMINISTRATION PROJECT**

February 19, 1997

# PUBLIC ADMINISTRATION PROJECT

Appendix I

## PROJECT COORDINATING UNIT



-167-

December 31, 1997