

ANNEX TO CIRCULAR NO. 31 OF 2010

Guidelines for the Submission of Proposals for the
Creation of Posts and Filling of Vacancies

1. GENERAL PRE-REQUISITES

- (a) It is the responsibility of the Supervising Officer to ensure that optimum use is made of the human resources, taking into consideration the need to meet the priority objectives and services (outputs) as set in the Programme-Based Budget of his Ministry/Department. In particular, he must ensure that –
 - (i) manpower requirements match the prevailing workload; and
 - (ii) the human resources of the organisation are fully utilised at the level at which they are expected to operate.
- (b) Supervising Officers should encourage managers/supervisors of administrative units at all levels to continuously monitor staff requirements and ensure that individual officers have well-defined functions and tasks directed towards the accomplishment of organisational goals and objectives.

2. CREATION OF NEW POST

- (a) The need for the creation of a new post under a Programme/Sub-Programme must be fully established and justified.
- (b) It must be clearly stated whether the creation of the new post is warranted as a result of –
 - (i) functions linked to a new (or a change in) policy goal/objective or to the implementation of a project/ Programme/Sub-Programme; and
 - (ii) a new level of responsibility which must be created within an existing structure to increase organisational effectiveness and efficiency.

- (c) Information must be provided on the activities/operations/tasks associated with the new post and what they are intended to achieve. Wherever possible, the benefits to be derived must be assessed and quantified.
- (d) The creation of the post must be envisaged only after the following possibilities of carrying out the new function have been explored –
 - (i) re-allocation of duties;
 - (ii) redeployment of staff;
 - (iii) improvement of work methods;
 - (iv) use of new equipment, including ICT;
 - (v) passing the work on to another organisation within the public sector where it can be done more efficiently and economically;
 - (vi) depending on priority of needs, postponing the work for another budget;
 - (vii) reorganisation; and
 - (viii) contracting out.
- (e) The number of posts to be created and their concomitant levels must also be fully justified. An organisational chart depicting clearly its linkages within the broader organisation of the Ministry/Department should also be submitted.
- (f) The duties, responsibilities, qualifications (i.e. knowledge, skills and abilities), experience and personal qualities required for the post must be accurately and clearly spelt out. A draft scheme of service should preferably be submitted.
- (g) The following practices must be avoided –
 - (i) multi-layering, i.e. the creation of grades without taking into account the scope of the work and levels of responsibility involved. A new level is created only when it brings added value to the work;
 - (ii) creation of supervisory posts for the mere sake of giving promotion;

- (iii) creation of isolated posts which are not integrated in a career structure; and
- (iv) creation of permanent posts to meet temporary needs.

3. CREATION OF ADDITIONAL POST/S

- (a) Additional posts are normally created when there is substantial increase in the volume and complexity of work. This can only be ascertained after a job inspection has been carried out. The request should be backed by facts and figures.
- (b) The creation of additional posts under a Programme/Sub-Programme must be resorted to after all the possibilities listed at paragraph 2(d) have been exhausted.

4. FILLING OF VACANCIES

- (a) Existing vacancies in posts falling under a Programme/Sub-Programme must be filled only if there is a need to do so.
- (b) Before vacancies are filled, it must be ascertained:
 - (i) whether the objectives they purport to meet are still valid;
 - (ii) in case of promotional posts, whether the structure is still the appropriate one; and
 - (iii) whether the work may not be carried out by such other ways as spelt out at paragraph 2(d).

5. WEEDING OUT OF POSTS

All posts, appearing in the budget, which have not been filled for the past years and which are no longer useful to the organisation, should be removed from the budget.