

Department of Management Services

Way Forward 2018- MSD



Ministry of Finance and Mass Media

January 2018

Department of Management Services (MSD)

Way Forward 2018

Together we will achieve a strong, diversified and optimum cadre with a high standard of performance. The determination and drive of the Department of Management Services will be supported by responsive, innovative and efficient programs and services.

This is our roadmap to get there.

1. The Objectives of the Way Forward 2018:

At the beginning of each fiscal year, our Department will announce our priority actions to help achieving the vision of enhancing the quality of public service delivery through an optimum cadre.

This Roadmap guides the role of the Department of Management Services (MSD) during the forthcoming fiscal year. As it outlines the policy framework, the Department will make to realize the vision of a strong and diversified cadre with a high standard of performance. The aim of this plan is to inform the public sector institutions about what to expect from the Department of Management Services and to guide public servants in their duties to ensure each public sector institution has a clear focus. This document is a record of our progress and our commitments, and is a standard of conduct to which we will hold ourselves accountable.

Way Forward 2018- MSD

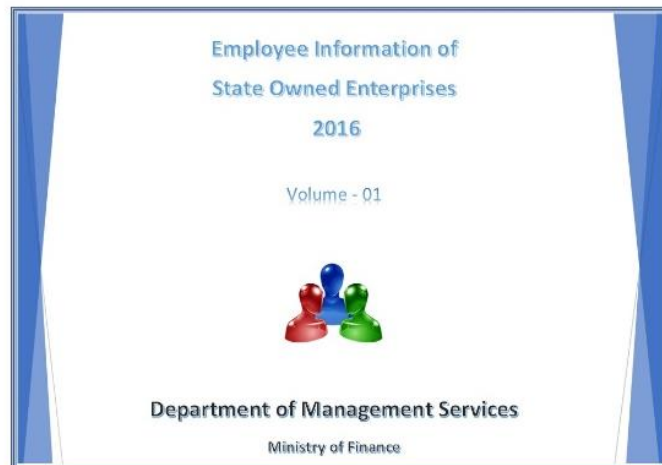
This Roadmap is a timely innovation as the Department of Management Services is being redesigned to address our economic, social and fiscal challenges through a competent, multi skilled Human Resource of the Public Sector of Sri Lanka. It would help us to formulate broader policy measures for Human Resource Management of the public sector. We can no longer afford to be bound by short-term, reactionary thinking.



2. “A Department with a Common Purpose” Highlights of 2017

2.1. Information Book of the Public Sector Personnel 2016

For the first time in History, the Department of Management Services has retrieved information of all public sector employees as at 31.12.2016 and published the retrieved information in a several number of volumes of books. This achievement was quite remarkable for the entire public sector of Sri Lanka, as it was achieved amidst several challenges.



This Book Series contains 1.3 Million Records of Public Sector Personnel.

Way Forward 2018- MSD

This book includes information of Public Sector Employees in the following format.

| Name of the Line Ministry | | | | | | | | | | | |
|--------------------------------------|----------------------|------------|---------------|--------|---|----------------|-------------|-------|---------|--|--|
| Name of the Department / Institution | | | | | | | | | | | |
| Serial No. | Name of the Employee | NIC Number | Date of Birth | Gender | Date of First Appointment to the Public Service/ Sector | Present Status | | | | Nature of the Appointment (Permanent /Contract /Casual /Temporary) | Date of the Compulsory Retirement / Ending Date of the Contract/ Agreement |
| | | | | | | Designation | Salary Code | Grade | Service | | |
| 1 | | | | | | | | | | | |
| 2 | | | | | | | | | | | |
| 3 | | | | | | | | | | | |

This book carries the following information of each and every employee of the public sector.

- Name of the Employee
- NIC Number
- Date of Birth
- Gender
- Date of the First Appointment to the Public Service/ Sector
- Designation
- Salary Code
- Grade
- Service
- Nature of the Appointment (Permanent/Contract/Casual/ Temporary)
- Date of the Compulsory Retirement/Ending Date of the Contract Agreement

2.2. Issuance of MSD Circular No.01/2017

With the issuance of MSD Circular No.01/2017 dated 11.01.2017, the year 2017 brought a different perspective to restructure the public sector cadre in such a way to remove the deficiencies which might be existing at the time of the constitution of a service or have crept in subsequently and ensure that the cadre structure satisfies the functional, structural and personnel considerations.

Cadre Review provides an opportunity to overcome various bottlenecks, remove existing distortions and bring about rationalisation of cadre structure so as to improve the efficiency and morale of the officers and thereby enhance the effectiveness of the Service in the fulfilment of the objectives for which it has been established.

Accordingly, we have identified the current situation of the Public Sector Human Resource of Sri Lanka, through the Cadre Review 2017. The main thrust of cadre review is on manpower projections and recruitment planning on scientific lines aiming at the same time at rationalisation of the existing cadre structure of a Service in accordance with certain predefined principles and a given set of objectives like improving the efficiency, morale and effectiveness of the cadre.

The major part of the cadre review exercise concerns advance projection of manpower requirements over the review period and the planning of recruitment for this period.

Way Forward 2018- MSD

Rationalisation of the cadre from the functional, structural and personnel angles is the other major objective of a cadre review.

Specifically, the main objectives of cadre review are to:

- estimate future manpower requirements on a scientific basis for a period of 5 years at a time,
- check whether there are any Deviations from Gazette Functions of the Organization.
- if any deviations exist, recognize them as Duplication of Work.
- plan recruitment in such a way as to avoid future promotional blocks and at the same time prevent gaps building up,
- to restructure the cadre as to harmonise the functional needs with the legitimate career expectations of its members and thus
- to enhance the effectiveness of the service.

We all have a role to play in identifying the Optimum Cadre for the Public Sector of Sri Lanka. Thus, we shall identify the future requirements of Human Resource with the support of all relevant stakeholders through a proper tool by 2025.

2.3. Submission of Public Sector Cadre Information for the Cabinet of Ministers

- Pursuant to the Cabinet Decision taken at the Cabinet Meeting held on 15th August 2017, the responsibility of maintaining and updating the database of Public Sector Cadre Information indicating the changes that had taken place pertaining to Recruitments, Resignations, Vacation of Posts, Dismissals, Retirements and Deaths of Public Officers and forwarding the updated cadre information on quarterly basis to the Cabinet of Ministers has been assigned to the Department of Management Services, as we are the executive agency responsible for maintaining and updating the database of Public Sector Cadre Information.
- Accordingly, the updated cadre for the 2nd and 3rd Quarters of the year 2017 by the inclusion of changes occurred due to Recruitments, Transfers, Resignations, Dismissals, Retirements and Deaths during the period of 01.07.2017 to 30.09.2017 have been submitted for the information of the Cabinet of Ministers.



2.4. MSD Publications

The Department of Management Services has published many important publications in 2017 for the first time in

history. These

publications have also

been published in the

Official Website of the



Department for the purpose of disseminating information.

For more information:

<http://www.treasury.gov.lk/web/departments-of-management-services/publications>

2.5. Completion of the Cadre Review of the State Universities

A key achievement of the Department of Management Services for the year 2017 was the completion of the Cadre Review of the State Universities. Accordingly, the State Universities now have been given a properly updated approved cadre. On top of that, several key policies have been introduced to the University System regarding their Cadre and the Remuneration System.



2.6. Completion of the Cadre Review of the District Secretariats

With the completion of the Cadre Review of all 25 District Secretariats, it paved the way to providing a policy framework for their Cadre and Remuneration System. As this Cadre Review exercise is a lengthy and difficult exercise, covering all 25 District Secretariats within a limited time frame can be considered as a victory of the year 2017.



3. We will Challenge Ourselves

3.1. Information Book of the Public Sector Personnel 2017

We are proud to unveil our plan to publish the “Mass Information Book of the Public Sector Cadre 2017” at the end of the second quarter of the year 2018. The information that we have already gathered as at 31/12/2016, is not due to any accident, but is a result of meticulous planning and we are planning to continue this change with the support of all stakeholders in 2018 and beyond.

New measures shall be taken to analyze the massive database of Cadre Information as at 31/12/2017. In the meantime, MSD will identify the changes that have occurred in the Cadre of the Public Sector during the period of 31/12/2016 to 31/12/2017 by comparing both databases. Further, we shall analyze the retrieved information to determine the age distribution, gender distribution and many more important purposes.

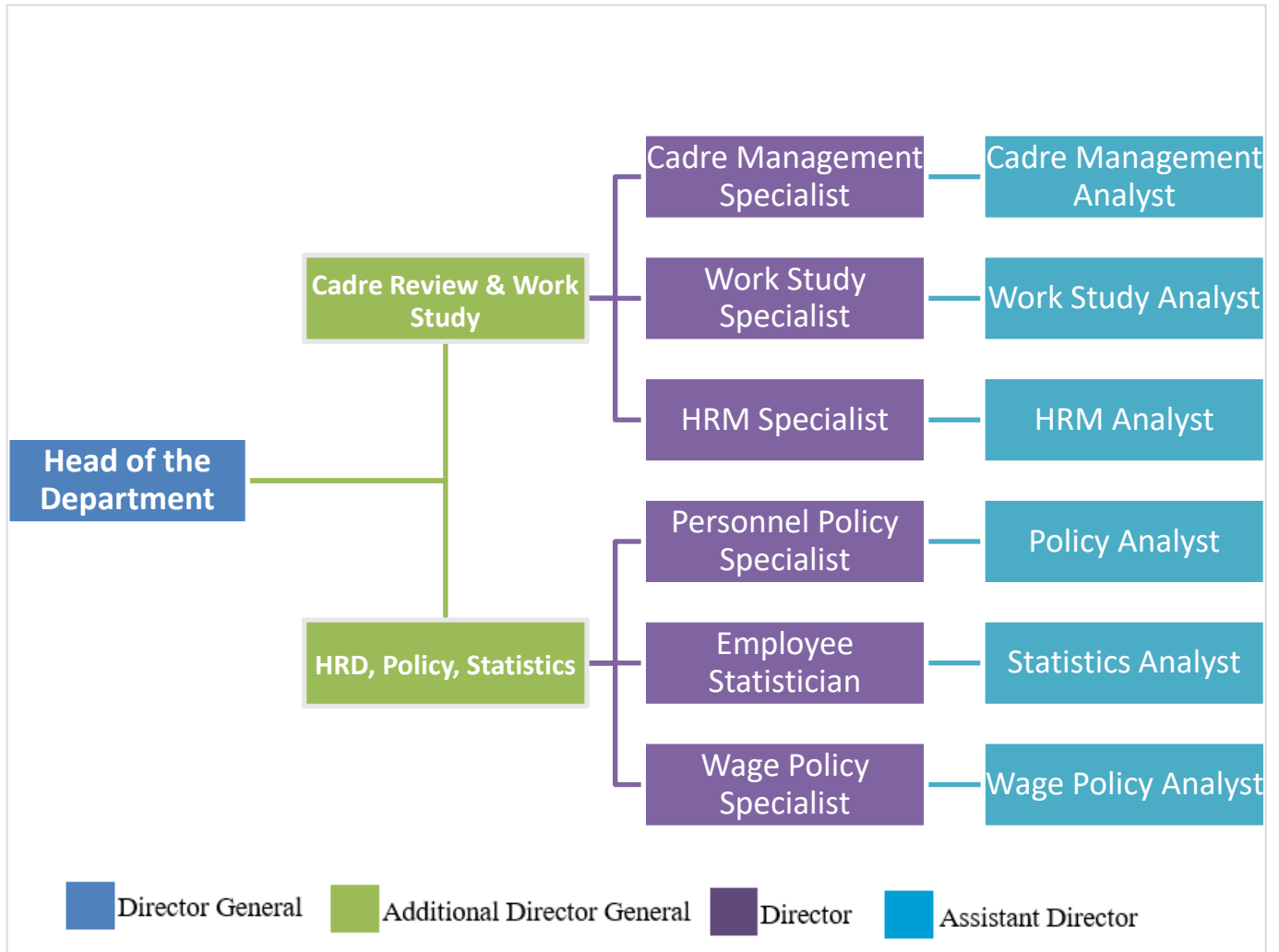
Based on these strong fundamentals, the years coming ahead could look forward to an even stronger performance from the MSD.

3.2. Internal Restructuring of the MSD

As we move forward with a comprehensive effort to improve the efficiency and effectiveness of our service delivery, we identified the need of restructuring our Department in a way, which will cater our objective in the most sophisticated way. Accordingly, our internal restructuring shall create us an avenue to serve our country with improved efficiency. As the MSD is the Exclusive Government Organization to determine the Cadre, the MSD will need specialized staff with thorough knowledge about how these tasks set out in the Way Forward can be carried out in an efficient and effective way.

Thus, we propose to have our organization restructured as follows.

Proposed Organization Structure of the Department of Management Services



Way Forward 2018- MSD

Through this restructuring, we shall perform a Work Study to examine the current situation of the Public Sector of Sri Lanka and we shall identify the gaps we need to fill. Through this Work Study, we shall aim at examining the way the Cadre Review is being carried out, simplifying or modifying the method of operation to reduce unnecessary or excess work, or the wasteful use of resources, and setting up a time standard for performing it in a more efficient way. Then we shall pay our attention on Human Resource Management, Statistics and Policies related to the Cadre Review.

As the developed countries seem to have efficient models of Human Resource Management, we shall gain International Exposure and pave our own way for a better future of our Department.

3.3. Analyzing the Quarterly Cadre Report

We have come a long way from where we began. But we are not going to stop here. We are going to continue. The MSD has started submitting the Quarterly Cadre Report to the Cabinet

of Ministers for their perusal. MSD being an innovative department shall analyze the retrieved data and use them for policy making purposes and several other requirements.



3.4. Other Strategies:

To help the Department of Management Services go forward, this review identifies some areas for attention in public management policy design and implementation:

- The Department of Management Services shall act as the Exclusive (Sole) Human Resource Arm of the Public Sector of Sri Lanka
- The Director General of the Department of Management Services shall determine the Optimum Cadre of the Public Sector of Sri Lanka
- The Department of Management Services shall conduct a cadre review in every 5 years
- The Department of Management Services shall act as the Networking Arm of the Cadre Management

Accordingly, the Department of Management Services shall have a strong network of connections interlinked with all the other public sector institutions in Sri Lanka. Moreover, our staff shall act intra-linked and as a family with a common purpose to achieve the goals we have set by The Way Forward.

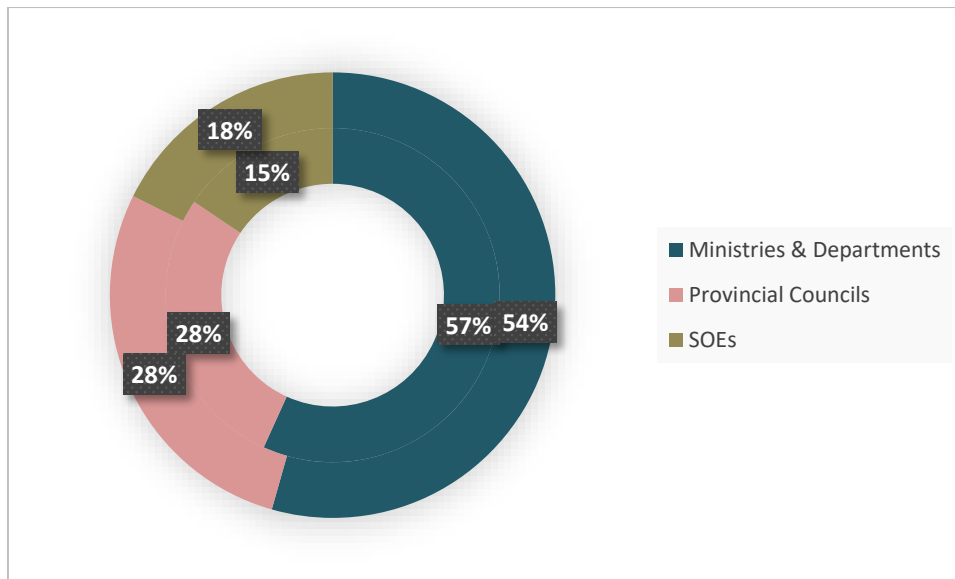
4. Concluding Remarks

As we achieve the goals outlined in this plan, we will challenge ourselves to do more. In this update to The Way Forward, we are challenging ourselves to build on many of the actions announced in this plan: The Way Forward. We will take on additional actions as new opportunities for service improvement, economic growth and transformation present themselves. We will look for opportunities to be even more ambitious in the goals we set for ourselves as a Department.

It was observed that a majority of countries around the world, has a Sole Representative as the Human Resource Arm of their Country, which avoids a lot of confusion and conflicts. As the Department of Management Services is the Sole Networking Arm of the Cadre of the Public Sector of Sri Lanka, the Department of Management Services should also be considered as the Sole Organization, which determines the Cadre of Sri Lanka. As this endeavor is considered to be a holistic approach, we shall change ourselves to embrace the challenges we shall face in the future. Thus, as a Department with a Common Purpose, we shall implement a proper Human Resource Management Tool for the Public Sector of Sri Lanka.

5. Summary Statistics

| | Approved | Existing |
|--------------------------|------------------|------------------|
| Ministries & Departments | 877,285 | 735,671 |
| Provincial Councils | 427,774 | 377,738 |
| SOEs | 240,374 | 238,863 |
| Total | 1,545,433 | 1,352,272 |



Public Sector Cadre as at 30.09.2017

**Quarterly Changes of the Existing Cadre
(From 01.07.2017 to 30.09.2017)**

(No.s)

| | Recruitments | Promotions | Secondments | Resignations | Vacations of Posts | Dismissals | Retirements | Deaths | Transfer in | Transfer out |
|--------------------------|---------------|--------------|--------------|--------------|--------------------|--------------|--------------|------------|-------------|--------------|
| Ministries & Departments | 8,085 | 2,113 | 1,488 | 319 | 2,943 | 886 | 2,503 | 163 | 9 | 9 |
| SOEs | 3,991 | 1,379 | 72 | 1,985 | 184 | 142 | 1,412 | 102 | - | - |
| Total | 12,076 | 3,492 | 1,560 | 2,304 | 3,127 | 1,028 | 3,915 | 265 | 9 | 9 |

**Identified Designations of the Public Sector with a Substantial Cadre
(as at 30.06.2017)**

| Service/ Designation | Existing Cadre |
|---------------------------------|-----------------------|
| Teaching Service | 261,461 |
| Development Officer Service | 56,585 |
| Public Management Asst. Service | 39,551 |
| Nursing Officers | 32,250 |
| Medical Officers & Consultants | 19,885 |
| Office Employee Service | 18,854 |
| Midwife | 8,430 |

All Island Services (as at 30.06.2017)

| All Island Service | Existing Cadre |
|--|-----------------------|
| Sri Lanka Administrative Service | 2,477 |
| Sri Lanka Ayurvedic Service | 1,978 |
| Sri Lanka Educational Administrative Service | 1,939 |
| Sri Lanka Accountants' Service | 1,545 |
| Sri Lanka Engineering Service | 1,087 |
| Sri Lanka Planning Service | 1,046 |
| Sri Lanka Surveyors' Service | 934 |
| Sri Lanka Animal Protection and Health Service | 792 |
| Sri Lanka Agricultural Service | 544 |
| Sri Lanka Scientific Service | 417 |
| Sri Lanka Overseas Service | 170 |
| Sri Lanka Architects Service | 39 |