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நிதி அமைச்சு  
MINISTRY OF FINANCE

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திகதி } 11.01.2017  
Date }

**Management Services Circular No:01/2017**

All Secretaries of Ministries/ Chief Secretaries of Provincial Councils/  
Chairmen of Commissions/Heads of Departments/ District Secretaries /  
Chairmen of Public Corporations and Statutory Boards/  
Vice Chancellors of Universities/ Heads of Higher Educational Institutes

**Cadre Review of Public Institutions - 2017**

With a view to enhancing the quality of public service delivery efficiently and effectively and ensuring an excellent public service, it has been decided to conduct a cadre review of the government Institutions in terms of the Budget Proposals 2017.

02. As per the database of the Department of Management Services, the total approved cadre for the entire public sector including the Public Enterprises currently is 1,496,392 as at 30.06.2016. At present, the approval for the creation of cadre positions in the public sector is granted based on the provisions stipulated under Financial Regulation 71.

03. Despite the financial allocations made for the public institutions, it is observed that the majority of the institutions have not been able to achieve the expected targets within the relevant financial year. As a result there is a discontent about public service delivery among people at present. The public employee ratio has increased to 1 officer (public) to 15 citizens. Although decrease of the cadre requirement was expected in line with the introduction of new methods and procedures of modern technology, an increasing trend has been shown in requesting new cadre positions. A dearth of public servants is apparent in rural and remote areas due to the fact that

employees have not been deployed properly by public institutions. This has resulted in delays and shortages of delivering services to the public at rural level. Cadre information for the year 2016 depicts that the staff at primary level is higher in number compared to the number of senior and tertiary staff and the classification of employees indicates that action has not been taken by each institute to ascertain service requirements in designing the organizing structure. Further, during the preparation of budget estimates for 2016/2017, public institutions were directed to assess the exact cadre requirement focusing on the essential posts, however, it is noted that attention has not been paid on the said matter.

04. It is not effective to determine the service requirements of different institutions considering common criteria but the necessary cadre should be determined based on the objectives and functions of the institution. Therefore, the aim of this circular is to conduct a cadre review again, pertaining to the currently approved cadre, taking into consideration the nature of services provided by the institutions.

05. As the first step of implementation of this process, all the Heads of Institutions should make certain whether their institutions deliver the services are discharged in compliance with the duties authorized to the said institutes and identify the minimum cadre required to maintain the function of the institution to the optimum, having properly assessed the process that required to achieving the goals, objectives, mission and vision set out accordingly.

06. At the time of preparation of the Annual Action Plan, every Institute should assess its work separately as the duties to fulfill the objectives of the action plan and based on the said assessment, the institution should determine the minimum cadre required to achieve the relevant targets. Accordingly, work should be planned so as to obtain the maximum utilization and performance of the cadre.

07. Further, it is appropriate to fulfill the service requirements in the most effective manner, by recruiting multi-skilled employees for the primary level positions. In this context, action should be taken to suppress the posts which are not necessary further and subsequently if there are excess employees, the information in that respect should be reported to the Director General of the Department of Management Services enabling to attach the excess employees to other institutions.

08. Accordingly, each Head of Department should ascertain cadre requirement of the institution through a work study as at 31.01.2017 separately focusing each post with a view to conducting a cadre review for the year 2017. The report which reveals the cadre requirement so ascertained should be submitted to the Director General, Management Services on or before 31.03.2017 by completing the format attached herewith as **Annexure 1 and Annexure 2**.

09. The optimum cadre of your institution will be determined by a “Cadre Review Committee” comprised of representatives from the Department of Management Services and the National Salaries and Cadres Commission, a representative of the Director General-Establishment and a representative from the Department of National Budget/Finance Commission/Department of Public Enterprises as required, having reviewed the cadre requirement based on the above information forwarded by you.

10. You are kindly informed to contact the Department of Management Services (T.P. No:- 0112484951, 0112484757) for any clarification regarding this Circular.

**Sgd./ R.H.S.Samaratunga**

Secretary to the Treasury

Copies :-

1. Secretary to the President
2. Secretary to the Prime Minister
3. Secretary to the Cabinet of Ministers
4. Auditor General
5. Secretary, Ministry of Public Administration and Management
6. Secretary, National Salaries and Cadres Commission
7. Secretary, Finance Commission
8. Director General, Department of National Budget
9. Director General, Department of Public Enterprises
10. Director General Establishment

**Annexure 1**

**Cadre Review- 2017**

01.	Ministry		
02.	Department/ Institution		
03.	Authorized tasks assigned to the Institution		
04.	Main activities as per the Action Plan for the year2017	Output & Outcome	Key Performance Indicators (KPI )
	a). b). c).		
05.	Amount of financial provisions approved for the year2017 (Rs.Mn) : Capital - Recurrent -		
06.	Work Assessment for each position in order to perform the tasks mentioned in the Action Plan:		
	06.1 Designation and Salary Scale		
	06.1.1 Assigned Tasks ( Separately for each Division in the Institute)		

	06.1.2 Number of positions required to perform the said tasks (Separately for each Division in the Institute and criteria used for the calculation)			
	06.1.3.Limitations and Opportunities of duties of the post			
	06.1.4. Duty list of the post, quantity of work to be done, time taken to complete the taskstate in detail. (Aattach an annexure if necessary)	Per day	Per week	Per month
	KPI for the tasks identified in 06.1.5.and 06.1.1 above.			

**(Details mentioned under serial no.6 of Annexure 1 should be provided, pertaining to each Designation)**

**Annexure 2**

Line Ministry :- .....

Department/ Institution :- .....

No.	Designation	Service	Class/ Grade	Salary Code	Basis of recruitment (Permanent/ Contract/ Substitute/Casual etc.)	Required Cadre according to the work assesment  (2017.01.31)
<b>Senior Level</b>						
01.						
02.						
03.						
04.						
05.						
06.						
<b>Tertiary Level</b>						
07.						
08.						
09.						
10.						
<b>Secondary Level</b>						
11.						
12.						
13.						
14.						
15.						
<b>Primary Level</b>						
16.						
17.						
18.						
19.						
20.						