

**SCHEMES OF SERVICE
FOR THE
MANAGEMENT SERVICES
CADRE
MINISTRY OF PUBLIC SERVICE**

SCHEMES OF SERVICE FOR THE MANAGEMENT SERVICES CADRE

1. OBJECTIVES OF THE SCHEME OF SERVICE

The main objectives of this Scheme of Service for the Management Services Cadre are:

- i) To establish a professional Management Services Cadre in the Civil Service.
- ii) To provide for the cadres Internal Promotions Board guide.
- iii) To prescribe performance standards for the Cadre, at each level.
- iv) To provide for the recruitment, career progression and retention of adequately qualified and motivated staff.
- v) To provide for Organisation and Staff Development procedures realistically related to job performance.
- vi) To be a guide for uniformity, transparency and fairness.

2. OBJECTIVES OF THE CADRE

The Management Services Cadre has the following objectives:

- i) To determine, attain and maintain an optimum size of the Civil Service, using the principle of a “right sized and efficient Public Service” as a guide.
- ii) To provide Management Services to Principal Secretaries and other Head of Departments, to help their Ministries/Departments to provide the services under their portfolio mandate most effectively.
- iii) To initiate and to conduct Public Service Management, organisational and cost saving studies, and provide appropriate advice for improvement as well as for the optimal use of available resources.
- iv) To conduct Staff Inspections as provided for in Government rules and procedures, and to make appropriate recommendations.
- v) To develop manpower utilisation policies, procedures and packages that will ensure efficient staff utilisation, enhanced productivity and a motivated and dedicated Government workforce, which will provide services to the people of Swaziland most effectively.
- vi) To provide management services through management consulting as well as research and development.
- vii) To assist in the development of clear and appropriate ministerial missions, objectives, strategies, structures, staffing levels and action plans.
- viii) Identify areas where Government involvement needs to be reduced or is found to be inappropriate, and to increase the participation of the private sector, non-governmental organizations (NGOs) and individuals in the provision of services
- ix) To continuously review and improve operating, technical and management systems; work methods and human resources management systems in order to improve Government service delivery.

These objectives are attainable through studies, which are requested by the client Ministries/Departments, as well as through Government driven proactive assignments, reviews and projects. All assignments are undertaken in an advisory capacity, but with the principal intention of improving efficiency, productivity and effectiveness in the delivery of public services.

Assignments cover policies, conditions of service, organisational and management structures, manpower deployment, skills and experience audits, grading and remuneration of employees at each level, manpower development, job descriptions, systems and procedures studies, staff inspections, work study and operation methods review.

3. COMPOSITION AND CAREER PATH OF THE CADRE

- i) The head of the Management Services Cadre is the Director of Management Services who also chairs the cadre's internal promotions board.
- ii) The cadre's internal promotions board is constituted as follows:-
 - Director MSD - Chairperson
 - Principal Human Resources Officer (Staffing) - Secretary
 - Principal Assistant Secretary (PAS) Administration - Member
 - Secretary (Civil Service Commission) - Member
 - Principal Human Resources Officer (T&C) - Member
- iii) The cadre comprises of the following designations and grades:
 - a) MSU 006 – Assistant Management Analyst Gr. C5
 - b) MSU 003 – Management Analyst Gr. E2
 - c) MSU 003 – Senior Management Analyst Gr. E3
 - d) MSU 002 – Assistant Director Gr. E4
 - e) MSU 001 – Director of Management Services Gr. F2
- iv) The entry level is that of Assistant Management Analyst.
- v) All vacancies above the entry level in the Cadre will be filled by promotion of the most suitably qualified candidate occupying the grade immediately below the vacancy. Recruitment from outside will be considered in exceptional circumstances.
- vi) The entry grade will be filled by advertisement in the mass media.

Recruitment and promotion to the cadre will be done by the Civil Service Commission in the normal way and in accordance with this Scheme.

4. JOB DESCRIPTIONS AND RESPONSIBILITIES OF THE CADRE

i) ASSISTANT MANAGEMENT ANALYST (AMA)

Responsibilities

1. Responsible to the Management Analyst for carrying out assignments according to a controlled programme covering a wide range of Management Services duties

including Organisation and Methods, Staff Inspection, System Development and Research & Development.

2. Officers will work as members of teams with Senior Assistant Management Analysts, Management Analysts and Senior Management Analysts. They will also be expected to work in other multi-disciplinary/inter-ministerial teams formed for different purposes.
3. Officers at this level will have to undergo on-the-job training, and as such will be expected to take active part in the cadre's training activities.
4. Officers will be assigned as sectoral officers for specific Ministries/Departments, which they will be expected to advise on a daily basis on Management Services issues.

Duties

Officers in this grade will be attached to Senior Management Analysts for day-to-day supervision and guidance and will be expected to perform the following duties:

1. To undertake organisation and methods studies according to negotiated and agreed Terms of Reference.
2. To apply appropriate Management Services methods and techniques when conducting assigned Management Services duties.
3. To assist in writing reports on completion of assignments and small projects.
4. To assist in the implementation of approved recommendations from reports.
5. To assist in preparing appropriate handbooks for use by Ministries/Departments.
6. To undertake any other assignments as assigned.

ii) MANAGEMENT ANALYST (MA)

Responsibilities

1. Responsible to the Senior Management Analyst for carrying out assignments according to a controlled programme, covering a full range of Management Services duties including Organisation and Methods, Staff Inspection, Systems Development and Research & Development.
2. Officers will be assigned as sectoral officers for specific Ministries/Departments, which they will be expected to advise on a daily basis on Management Services issues.

Duties

An officer at this level will be required to do the following:

1. To undertake organisation and methods studies according to negotiated and agreed Terms of Reference and make proposals for changes and improvements.
2. To apply Management Services methods and techniques.
3. To carry out allocated assignments and prepare technical reports as necessary.
4. To prepare appropriate manuals and handbooks on various operations and systems, for use by Ministries/Departments.
5. To review and update systems and procedures in Ministries/Departments and advise them accordingly.
6. To develop questionnaires for assignment and compile reports at the end of given assignments.
7. To be sectoral officer for Ministries and Departments as assigned.
8. To advise Ministries and Departments on the implementation of the approved recommendations from reports.
9. To be a member of Working Committees in which the Management Services Division has an interest, e.g. Planning and Budget Committee (Working Group).
10. To undertake any other assignments as assigned.

iii) SENIOR MANAGEMENT ANALYST (SMA)

Responsibilities

1. Responsible to the Assistant Director for the provision of support and advice on the progress of the work programme and day-to-day supervision of team members.
2. To head and manage a team of MAs, and AMAs with the responsibility of giving supervision, guidance and follow-up on the work of the team.
3. To develop, maintain and implement a work programme for the team under his/her supervision.
4. Will be Leader or Project Manager for sectional assignments.
5. To be a member of the Division's management team.

Duties

1. To conduct sectional assignments alone or as leader of a project team, and recommend changes and improvements.

2. To develop proposals, design forms and questionnaires for projects and assignments.
3. To head and manage a team of AMA's and MA's.
4. To supervise the work of a team, and monitor progress on the assignments.
5. To initiate, maintain and monitor a work programme for the members of the team.
6. To supervise, guide and direct team member and prepare annual Staff Performance Appraisal Reports.
7. To appraise and ensure the quality of work, edit reports produced by team members, and give technical and professional guidance.
8. To be sectoral officer for Ministries and Departments, as assigned.
9. To advise Ministries and Departments on the implementation of approved recommendations from reports done by the Management Services Division.
10. To be a member of Working Committees in which the Management Services Division has an interest, e.g. Planning and Budget Committee (Working Group).
11. To undertake any other assignments as assigned.

iv) ASSISTANT DIRECTOR (AD)

Responsibilities

1. Responsible for deputising for the Director of Management Services in the latter's absence.
2. Responsible for establishing, monitoring and supervising the work programme and projects of a Section.
3. Assist in staff recruitment, development, performance monitoring, maintenance and progression.
4. Responsible for the daily administration of the activities of a section.
5. To ensure high performance standards and monitor quality of performance for a section.
6. Assist in the implementation of accepted recommendations.
7. Responsible for the Division's participation in, and attendance to, matters relating to the Planning and Budget Committee.
8. Will be a member of the Management team and will be expected to contribute to the general efficient administration of the Cadre and its work.

9. To prepare the requisite budgets for annual approved work plans for the department and submit it to relevant structures for funding.
10. Provide leadership support and professional oversight on all matters relating to his/her professional domain.

Duties

1. To manage the section's work, through Project Leaders and taking corrective action as necessary.
2. To manage assignments under the section.
3. To ensure that staff have relevant tools (office equipment and machines, etc.) to do their work, daily.
4. To prepare a work programme for the attainment of medium and long term goals of the Division.
5. To monitor the proper and timely execution of assignments by staff within the section.
6. To prepare annual Staff Performance Appraisal Reports and submit to the Director for appropriate action.
7. To prepare training programme for the section, (in-house and external) for the Division, annually, and recommend appropriately.
8. To prepare proposals for the Section's budget and monitor expenditure of the approved budget.
9. To conduct special assignments within and outside Government and be sectoral officer, as necessary.
10. To follow up on the Division's completed and accepted reports and recommendations, to ensure implementation.
11. To prepare Cabinet Papers on specialised areas as necessary.
12. Prepare quarterly sectional performance and technical reports.
13. To prepare circulars on specific subjects, as necessary.
14. To liaise with the Personnel Administration Department to ensure that it keeps the computerised personnel budgeting system updated, so that the Ministry of Finance can use it for preparation of the personnel budget, continuously.
15. To undertake any other assignments as assigned by the Director of Management Services.

v) **DIRECTOR OF MANAGEMENT SERVICES (DMS)**

Responsibilities

1. To ensure that Government is always and properly advised on matters of Public Service Management; Effective Resource Utilisation; Productivity Improvement; Reward Systems; Organisational Structures; Systems, Procedures and Methods; Optimum Staffing Levels; and all cost saving measures.
2. To operate at Government strategic and policy level, finding ways in which policies can be influenced, so that recommendations made by the Division, which often touch on policy, can be easily implemented.
3. To uphold the strategic objectives of the Division by developing and maintaining a sound operational support framework that will ensure effective and efficient advisory services to client Ministries and Departments.
4. Responsible for the overall policy decision for the Cadre.
5. Act as a main contact with the Principal Secretary and the Minister, as well other Ministries/Departments.
6. Responsible for long-term strategic planning for the Division, determining priorities and directing resources accordingly.
7. To continuously relate the Division's work to the Public Service Management system through appropriate Government structures, such as the Public Service Reconstruction Committee and the Planning and Budget Committee.
8. Responsible for monitoring feedback from the Division's clients on the adequacy of the services provided and taking corrective action, as necessary.
9. Responsible for ensuring sound and clear organisation of work within the Division.
10. To ensure that the Division and other Government Departments whose work is similar complement rather than duplicate each other's functions.
11. To ensure that there are adequate resources (human skills, equipment and materials) for the Division to do its work.
12. Responsible for staff recruitment, development, performance monitoring, maintenance of standards and progression.
13. To ensure that all Cadres of the Civil Service have Schemes of Service.
14. To oversee the implementation and reviews of a Performance management System, through out the Civil Service
15. Responsible for activities of all the sections within the Division.

Duties

1. To manage and run the Management Services Division in the best and most efficient way.
2. To be the prime advocate for a leaner, qualitative and more efficient Civil Service.
3. To be the prime advisor for all Government departments on efficiency, productivity and manpower utilisation systems.
4. To motivate staff to be more responsible, take initiative and be self-propelling in their daily duties.
5. To oversee and review progress of the work programme of the Division, ensure implementation and take corrective action, as necessary.
6. To conduct special assignments within Government and be sectoral officer, as necessary.
7. To prepare Cabinet Papers and Policy Papers on different subjects, as necessary.
8. To represent the Division and Government in meetings and conferences, as necessary.
9. To review reports done by various consultants, advise Government on appropriate action and follow up on implementation of accepted recommendations.
10. To maintain Government's Job Evaluation System and make recommendations to the Public Service Reconstruction Committee regarding the grading and re-grading of posts, as Secretary to that committee.
11. To investigate and, as a member of the Planning and Budget Committee (Working Group), give advice to the Committee regarding requests for establishment variations and conditions of service issues.
12. To call and chair quarterly staff meetings, for discussion of operational matters.
13. To call and chair monthly management meetings, for consideration and review of the Division's strategies and approach to different issues.
14. To consider and approve the career development and training plan for the staff of the Management Services Division.
15. To receive and approve annual Staff Performance Appraisal Reports and take appropriate action.

16. To approve the budget for the Division and monitor expenditure as warrant holder for the Division.
17. To advise the Heads of other Ministries and Departments on important staffing, systems and organisational matters.
18. To be Secretary to the Public Service Reconstruction Committee (PSRC); call meetings, prepare PSRC Papers and record minutes of PSRC.
19. To oversee and approve the process of recruitment of staff into the Cadre.
20. To bring up suggestions and advice aimed at improving the efficiency, effectiveness and productivity of the Civil Service in the areas of Public Policy, Human Resources Management, Organisation and Methods, Organisation Analysis and Strategy, Management Systems and Resource Utilisation.
21. To undertake any other assignments as assigned by the Principal Secretary responsible for Public Service Management.

5. **ORGANISATION AND STAFF DEVELOPMENT**

The Organisation and Staff Development procedures for the Cadre have been developed to clarify and respond to the following important questions:

a) **What is Organisation and Staff Development?**

Organisation and staff development means enhancement of the performance of the organisation and the staff in a holistic manner. It refers to undertaking positive change to respond to changing circumstances. It is based on the concept that any organisation needs to continuously improve on its performance while ensuring that it can be a better place to work in.

It recognises the fact that people are a very important resource in an organisation. The organisation has goals, and so do the individuals working in it.

Thus, with this approach, organisation and staff development refers to increasing operational effectiveness through optimum intergration between Organisation Purpose, Organisation Structure, Financial Resources, Knowledge and Skills, Human Interaction, Organisation Culture and Organisation Results.

b) **Who identifies the need for Organisation and Staff Development?**

From the organisation side, the need will be identified by the supervisor, the training officer or management. From the staff side, the need will be identified by individual officers themselves, by pointing out their areas of weakness and their areas of particular interest for personal development.

c) **How are organisation and staff development needs identified?**

- i) Through finding out the organisational goals, objectives, responsibilities and skill requirements.
- ii) Through performance evaluation with individual officers to find out areas of strength and weakness and their areas of particular interest.
- iii) Through monitoring the organisational environment and responding to changing needs and requirements.

d) **The question of balancing organisational requirements with individual officers' development aspirations.**

The importance of the balance that must be maintained between organisational requirements and individual officers' aspirations is appreciated. However, the guiding principle at all times will be that organisations exist, in the first instance, to do some work and to achieve specific

goals and objectives. Staff skills must relate to the work that is to be done by the organisation and must be aimed at specifically identified job related deficiencies.

5.1 The organisational and staff development procedures for the cadre

Based on the foregoing principles and descriptions, the following Organisation and Staff Development procedures have been developed for the cadre.

a) Induction Training

The aim of this is to induct new officers to the Civil Service organisation, structure, rules and regulations and procedures. More specifically, it is also aimed at inducting new officers to the Management Services Division (MSD), and to the Cadre - its functions, organisation, procedures, culture and approach to work.

Induction training will run from the first day, up to the end of the first year. It will take the form of weekly in-house formal lectures to be given to officers immediately on joining MSD until the end of the first 3 months. The Training Officer will organise these. This in-house training will be complemented by a 1 to 3 weeks Civil Service Induction Course at the Swaziland Institute of Management and Public Administration (SIMPA). If there is/will be no such course on offer at SIMPA at the time, then subjects for such a course will be included in the in-house training programme. Officers will then be allowed time to undertake some practical assignments, under leadership of a more experienced officer.

This programme of training will be complemented, during the second half of the first year, by visits organised by the Training Officer to other Ministries, MSD's of companies in Swaziland, and general visits to see Management Services methods and techniques at work.

Officers will then be allowed more time to put into use the knowledge they will have acquired, whilst the Training Officer and supervisory staff monitor their performance and evaluate the effectiveness of the training so far given, through an internal examination at the end of the first year.

This examination will determine whether officers have the grasp of Civil Service operations in general and, in particular, the role of the cadre in Government - especially how the Management Services Division fits into the whole system of Government. If officers are successful in it, they may then be considered, in the second year, for Management Services Basic Skills training. If not, then their period of induction will be extended, with the effect that all subsequent activities in the officer's development will be delayed pending success in this examination.

b) Management Services Division Basic Skills Training

During the second year, officers will then enter the path for Management Services skills training. The first will be the 3 months Management Services Certificate, so as to give them the whole range of Management Services Methods, Techniques and Culture. The relevant subjects at this level of training are;

- i) Methods and Systems Improvement
- ii) Work Measurement
- iii) Organisational Effectiveness
- iv) Time Study or O&M Systems (Practical Test)

On successful completion of this course, officers may be sent on attachments to complement the course with some practice and to get some exposure. The officers will then be allowed time to put into use the skills acquired.

The combination of such formal training, on-the-job training and practical application of skills should make it possible to evaluate the officer and ascertain whether they are suitable for confirmation in their appointments.

c) Advanced training in Management Services

This will be the (approximately) 6 months Management Services Diploma. Training at this level is aimed at equipping officers with sufficient academic knowledge which, together with appropriate experience, will enable them to practise Management Services skills without detailed supervision and essentially bring them to full practitioner status. This is the level of training at which they can be made assignment leaders on projects. The courses that are relevant at this level of training are;

- i) Human Relations
- ii) Organisation
- iii) Statistics
- iv) Financial Analysis
- v) Information Systems
- vi) Problem Solving
- vii) Work Measurement Quantification
- viii) Remuneration
- ix) Corporate Planning
- x) Project Network Techniques
- xi) Materials Handling
- xii) Materials and Quality Management
- xiii) Forecasting and Capacity Planning
- xiv) Facility Design, Scheduling and Control
- xv) Ergonomics
- xvi) Occupational Health

Training at the Management Services Diploma level will be considered for holders of the post of Management Analyst, during the second year of appointment to that post.

d) Specialised Discipline Training

Training at this level will be in preparation for higher responsibility and therefore officers will be identified very selectively. This training will be at Post Graduate Diploma or Masters

Degree level and will be of 12 to 18 months duration. Priority will be given to officers who show promise for further development in specific areas of specialisation in Management Services and for managerial responsibilities. Consideration for such training will largely be performance related and will be given to holders of the post of Senior Management Analyst, after at least one year of appointment to the post, at the Director's discretion

The areas of specialisation which are relevant to the work of the Cadre are the following:

i) Public Administration, specifically the areas of:

- Public Policy Analysis and Formulation
- Public Policy Management
- Development Administration and Management
- Public Service Reform

ii) Management Systems, specifically the areas of:

- Information Systems
- Management Consulting Services
- Systems Approaches to Management
- Organisational Analysis

iii) Human Resources Management, specifically the areas of:

- Terms and Conditions of Service and Reward Systems
- Employer-Employee Relations and Negotiation Skills

iv) Organisational Analysis and Strategy, covering:

- Mission and Vision Statement Formulation
- Strategy Development, Implementation and Evaluation
- Organisational Structure Analysis and Formulation
- Operational Evaluation and Review
- Management of change
- Public Service Reform

e) Other Skill Specific Training

At each level of the Cadre's structure, officers will be considered for skill specific training to address identified weaknesses and/or to strengthen defined areas of operation. Such training will include one day to eight weeks courses on Job Evaluation, Better Work Methods, Interviewing Techniques, Report Writing, Work Study, Government Budgeting, Negotiation Skills, Information Systems, Management of Training, Consultancy Skills, and Supervisory Skills.

f) Bonding for In-service Training

In-service training bonding arrangements will be applied to officers sent on training as set out in Establishments Circular No. 11 of 1991, or as modified by subsequent Establishments Circulars.

6. METHODS OF ENTRY INTO AND PROGRESSION WITHIN THE CADRE

i) Requirements For Progression

Advancement in the Cadre will depend on the following factors, all-inclusive;

- a) There should be a vacancy in a higher grade.
- b) Officers should possess adequate practical experience.
- c) Officers should possess the qualifications prescribed for appointment to that post.
- d) Officers should have been given a positive Performance Appraisal Report on their current post.
- e) Officers should demonstrate the ability to perform duties of the higher post, as outlined in the job description of that post in this Scheme.
- f) Officers should display a high degree of commitment to duty.
- g) Promotion will be by merit, performance based and to a much lesser extent by seniority.

ii) Requirements For Appointment As Assistant Management Analyst (AMA)

- a) Applicants to the Cadre should be holders of an appropriate Bachelors degree with a minimum of two years relevant experience.

iii) Requirements For Appointment As Management Analyst (MA)

- a) Officers should have served for three years as Assistant Management Analyst, and
- a) In addition to the entry qualifications, officers should have acquired the Management Services Diploma and an appropriate Masters degree.

iv) Requirements For Appointment As Senior Management Analyst (SMA)

- a) An officer must have successfully completed at least two years as a Management Analyst, and
- b) Be a fully registered member of the Institute of Management Services.

v) **Requirements For Appointment As Assistant Director (MSD)**

- a) An officer should have served a minimum of two years as Senior Management Analyst or should have displayed a high profile of management capability and a track record of outstanding performance, having served the Department for a minimum of ten years from the level of Management Analyst upwards.
- b) Be a fully registered member of the Institute of Management Services.

vi) **Requirements For Appointment As Director Of Management Services**

- a) An officer should have served a minimum of two years as Assistant Director and should have displayed an outstanding profile of management capability and a track record of outstanding performance as Assistant Director.
- b) Must have demonstrated the ability to work and advise at policy level, and,
- b) Be a fully registered member of the Institute of Management Services.

7. INCENTIVES

- i) As Civil Servants, members of the Cadre are eligible for Housing Loans under the Civil Service Housing Loan Scheme.
- ii) Cadre members are also eligible for car loans under the Government Scheme.
- iii) Cadre members are also eligible for (highly subsidised) Government housing, although this depends on availability.
- iv) Cadre members, whether serving on permanent and pensionable terms or non-pensionable terms (e.g. probation) of service, are entitled to a 30% discount on the purchase price of a residential plot of land, if the plot is Government owned and is being bought for building their homes.
- v) Cadre members who have not been allocated a Government accommodation unit are eligible to receive a Housing Allowance under the provisions of Establishments Circular No. 14 of 1992.
- vi) Cadre members are eligible for a recruitment and retention allowance.
- vii) The terms of any of these benefits are subject to revision as set out in any subsequent Establishment Circulars.

8. EFFECTIVE DATE

The effective date of this Scheme of Service is 1st April, 2008. The Director of Management Services may define transitional arrangements where necessary, to take into account circumstances of individual officers already in post, and any other prevailing circumstances at the time of promulgation of this Scheme.

05 November 2008