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## **PART A: OVERVIEW OF MINISTRY/DEPARTMENT**

### **I. STRATEGIC NOTE**

- 1. Major Achievements for 2011**
  - The Performance Management System rolled out in almost all Ministries/Departments.
  - Counter / Customer Services enhanced in 15 Ministries / Departments.
  - ISO certification by December 2011 for (i) Fire Prevention Section of the Government Fire Services (ii) Human Resource Management Division of the Ministry of Civil Service and Administrative Reforms, and (iii) Agricultural Information Division of the Ministry of Agro-Industry and Food Security.
  - Reviewed Public Service Excellence Award Scheme implemented.
  - Over 1,200 public officers sensitised on compliance with the Code of Ethics.
  - 3,000 serving officers trained on soft skills to enhance service delivery.
  - Feasibility study on setting up a Civil Service College carried out.
  - Implementation of the Computerised Registry (CRS) and Electronic Attendance Systems (EAS) increased to 60 and 70 sites respectively.
  - “Work Environment Enhancement Programme” implemented.
  - Over 500 Occupational Safety and Health audits carried out.
  
- 2. Major Constraints and Challenges and how they are being addressed**
  - Lack of technical expertise and funding to evaluate the impact of administrative reforms undertaken and to chart out appropriate strategies towards making the public service “a professional service committed to excellence”.
    - Technical/financial assistance being sought from friendly countries and Development Partners (World Bank, Commonwealth Secretariat, Government of Singapore).
  - The existing Central Personnel System (CPS) is no longer responsive to the needs of a modern Civil Service.
    - Development of an integrated Human Resource Management Information System (HRMIS) for the Civil Service initiated.
  - Issues of financing and long-term sustainability for the Civil Service College to be addressed.
    - Assistance sought from Development Partners / friendly countries for setting up the training institution.

- Inadequate training facilities and non-availability of required technical staff to meet the needs and demand for training of Ministries/Departments.
  - Contract out training services, hire technical staff and rent additional space.
- Slow progress in addressing occupational safety and health issues due to high staff turnover.
  - Recruit additional staff.
- Delays in filling vacancies in Ministries/Departments due to lengthy procedures to prescribe Schemes of Service.
  - Procedures to be reviewed and streamlined.

**3. Strategic  
Direction  
2012-2014**

- In view of the emerging national, regional and international challenges facing the country, the organisational landscape of the Civil Service will be continuously transformed to better respond to the needs and aspirations of stakeholders.

In this regard, the strategic goals are:

- (i) Increased professionalism, innovation, efficiency and effectiveness in service delivery;
- (ii) A performance-oriented Civil Service;
- (iii) Continuous professional development and growth; and
- (iv) A safe and healthy work environment.

The priority strategies are:

- (a) Development of an integrated HRMIS;
- (b) Operationalisation of the Civil Service College;
- (c) Establishment of a Reforms and Strategic Planning Division;
- (d) Implementation of a revised Performance Management System;
- (e) Implementation of the Occupational Safety and Health Management System; and
- (f) Review and streamline procedures for Schemes of Service.

#### 4. Major Services to be provided (Outputs) for 2012-2014

##### **Programme 301: Civil Service Policy and Management**

- Priority Objectives:
- Develop and implement an integrated HRMIS.
  - Develop strategic human resource planning capabilities.
- Major Services:
- Provision of support for effective human resource planning.
  - Rolling out CRS, HRMIS and EAS in Ministries/Departments.
  - Modernisation of work processes and procedures.

##### **Programme 302: Administrative Reforms in the Civil Service**

- Priority Objectives:
- Implement innovative practices for a more effective, efficient and accountable Civil Service.
- Major Services:
- Sensitisation of officers on the Code of Ethics for Public Officers to promote good governance.
  - Implementation of the Civil Service improvement programme.

##### **Programme 303: Human Resource Development and Capacity Building**

- Priority Objectives:
- Develop a multi skilled and efficient workforce through appropriate capacity building and promotion of life-long learning.
- Major Services:
- Organisation of training courses for public officers to improve service delivery.
  - Evaluation of training programmes to ensure their effectiveness.

##### **Programme 304: Human Resource Management**

###### *Sub Programme 30401: Management of Human Resources*

- Priority Objectives:
- Optimal use of human resources across the Civil Service.
- Major Services:
- Interpretation and application of Human Resource Management (HRM) practices across the public sector.
  - Implementation of the Performance Management System across the Civil Service.

###### *Sub Programme 30402: Occupational Safety and Health*

- Priority Objectives:
- Ensure compliance with the Occupational Health & Safety Act (2005) in the Civil Service.
- Major Services:
- Facilitation of the implementation of the OSH Management System.
  - Auditing of the working environment in the Civil Service.
  - Enhancement of the work environment.

**Ministry of Civil Service and Administrative Reforms - *continued***

**II. SUMMARY OF FINANCIAL RESOURCES BY PROGRAMMES AND SUB-PROGRAMMES**

Code	Programmes and Sub-Programmes	Rs	Rs	Rs	Rs
		2011 Estimates	2012 Estimates	2013 Planned	2014 Planned
301	Civil Service Policy and Management	78,991,000	78,890,000	75,959,000	69,816,000
302	Administrative Reforms in the Civil Service	15,606,000	14,276,000	12,170,000	12,344,000
303	Human Resource Development and Capacity Building	22,850,000	27,681,000	30,075,000	33,266,000
304	Human Resource Management	242,520,000	258,120,000	266,616,000	269,931,000
30401	Management of Human Resources	197,695,700	218,631,000	226,503,000	229,524,000
30402	Occupational Safety and Health	44,824,300	39,489,000	40,113,000	40,407,000
	<b>Total</b>	<b>359,967,000</b>	<b>378,967,000</b>	<b>384,820,000</b>	<b>385,357,000</b>

**III. SUMMARY OF FUNDED POSITIONS BY PROGRAMMES AND SUB-PROGRAMMES**

Code	Programmes and Sub-Programmes	Total		% Distribution	
		In Post 2011	Funded 2012	2011	2012
301	Civil Service Policy and Management	45	57	7%	9%
302	Administrative Reforms in the Civil Service	11	11	2%	2%
303	Human Resource Development and Capacity Building	30	33	4%	5%
304	Human Resource Management	584	530	87%	84%
30401	Management of Human Resources	552	490	82%	78%
30402	Occupational Safety & Health	32	40	5%	6%
	<b>Total</b>	<b>670</b>	<b>631</b>	<b>100%</b>	<b>100%</b>

**PART B: SERVICES TO BE PROVIDED AND PERFORMANCE INFORMATION**

DELIVERY UNITS	SERVICES TO BE PROVIDED	PERFORMANCE				
		Service Standards (Indicators)	2010 Actual	2012 Targets	2013 Targets	2014 Targets
<b>PROGRAMME 301: Civil Service Policy and Management</b>						
<b>Outcome:</b> A modern and efficient Public Service oriented towards excellence.						
Office of the Minister, Office of the Supervising Officer and Administration	S1: Policy and Management Services	SS1: PBB Strategic Plan in line with guidelines submitted.	-	May	May	Apr
		SS2: % of relevant budget measures implemented according to published timetable.	-	100%	100%	100%
		SS3: % of requests acknowledged within 5 working days.	54%	90%	95%	95%
Civil Service Administration	S2: Provision of Computerised Registry System and HRMIS	SS1: % of sites where corrective measures taken following audit of registry system.	-	50%	50%	-
		SS2: Development of an integrated HRMIS for the Civil Service.	-	Pilot implementation in MCSAR and other key sites	Evaluation and extension across the Civil Service	-
	S3: Civil Service Reforms	SS1: Civil Service Reform Strategy.	-	Development	Implementation	-
<b>PROGRAMME 302: Administrative Reforms In the Civil Service</b>						
<b>Outcome:</b> Excellence in the delivery of timely and quality public services.						
Administrative Reforms Division	S1: Sensitisation of Officers on the Code of Ethics and values and norms of the Civil Service	SS1: Number of officers sensitised.	1,100	1,400	1,600	1,800

**Ministry of Civil Service and Administrative Reforms - continued**

DELIVERY UNITS	SERVICES TO BE PROVIDED	PERFORMANCE				
		Service Standards (Indicators)	2010 Actual	2012 Targets	2013 Targets	2014 Targets
Administrative Reforms Division	S2: Improve the quality of public services	SS1: Facilitate ISO Certification (New Projects).	6	10	10	10
		SS2: Number of organisations where processes implemented to improve service delivery.	10	12	15	17
		SS3: Number of organisations participating in the Public Service Excellence Award.	35	37	40	40
<b>PROGRAMME 303: Human Resource Development and Capacity Building</b>						
<b>Outcome:</b> Timely and quality service to users and improvement in the life of citizens.						
Human Resource Development Division	S1: Capacity Building	SS1: Number of officers trained.	2,533	3,000	3,000	3,500
		SS2: Curricula development and operationalisation of the Civil Service College through outsourcing.	-	April	-	-
<b>PROGRAMME 304: Human Resource Management</b>						
<b>Outcome:</b> Improved service delivery across the Civil Service in a safe and healthy work environment.						
<b>SUB PROGRAMME 30401: Management of Human Resources</b>						
Human Resource Management Division	S1: Strategic Human Resource Planning	SS1: Human Resource Strategy completed.	-	Dec	-	-
		SS2: Number of Ministries where manpower assessment completed.	2	10	10	12
		SS3: Evaluation of the current PMS and pilot implementation of the revised system.	-	Draft report	Pilot implementation of the revised system.	Implemented in 50% organisations
<b>SUB PROGRAMME 30402: Occupational Safety and Health</b>						
Occupational Safety and Health Unit	S1: A safer and healthier working environment	SS1: Number of safety audits carried out.	350	1,000	1,100	1,200
		SS2: Coverage of enhancement of work environment.	-	90%	100%	100%

**PART C: INPUTS - FINANCIAL RESOURCES**

**1. SUMMARY BY ECONOMIC CATEGORIES**

Code	Economic Categories	Rs	Rs	Rs	Rs
		2011 Estimates	2012 Estimates	2013 Planned	2014 Planned
21	Compensation of Employees	226,889,000	256,420,000	273,978,000	277,809,000
22	Goods and Services	115,927,300	90,827,000	98,617,000	102,123,000
24	Interest	-	-	-	-
25	Subsidies	-	-	-	-
26	Grants	2,820,000	2,820,000	2,825,000	2,925,000
27	Social Benefits	-	-	-	-
28	Other Expense	-	-	-	-
31	Acquisition of Non-Financial Assets	14,330,700	28,900,000	9,400,000	2,500,000
32	Acquisition of Financial Assets	-	-	-	-
	<b>Total</b>	<b>359,967,000</b>	<b>378,967,000</b>	<b>384,820,000</b>	<b>385,357,000</b>

**2. SUMMARY FOR YEAR 2012**

Code	Programmes	Rs	Rs	Rs	Rs
		Compensation of Employees [code 21]	Goods and Services [code 22]	Subsidies/ Grants [codes 25-28]	Acquisition of Assets [codes 31- 32]
301	Civil Service Policy and Management	33,270,000	25,620,000	-	20,000,000
302	Administrative Reforms in the Civil Service	4,516,000	9,640,000	120,000	-
303	Human Resource Development and Capacity Building	9,911,000	17,770,000	-	-
304	Human Resource Management	208,723,000	37,797,000	2,700,000	8,900,000
	<b>Total</b>	<b>256,420,000</b>	<b>90,827,000</b>	<b>2,820,000</b>	<b>28,900,000</b>

**Programme 301: Civil Service Policy and Management**

Item No.	Details	Rs	Rs	Rs	Rs
		2011 Estimates	2012 Estimates	2013 Planned	2014 Planned
<b>21</b>	<b>Compensation of Employees</b>	<b>21,056,000</b>	<b>33,270,000</b>	<b>35,184,000</b>	<b>35,761,000</b>
21110	Personal Emoluments	17,481,000	27,850,000	29,424,000	29,751,000
21111	Other Staff Costs	3,575,000	3,620,000	3,960,000	4,210,000
21210	Social Contributions	-	1,800,000	1,800,000	1,800,000
<b>22</b>	<b>Goods and Services</b>	<b>47,935,000</b>	<b>25,620,000</b>	<b>33,775,000</b>	<b>34,055,000</b>
22010	Cost of Utilities	5,400,000	3,000,000	3,400,000	3,500,000
22020	Fuel and Oil	400,000	400,000	425,000	450,000
22030	Rent	24,090,000	12,150,000	25,150,000	25,150,000
22040	Office Equipment and Furniture	13,000,000	6,500,000	1,000,000	1,000,000
22050	Office Expenses	485,000	625,000	675,000	725,000
22060	Maintenance	3,245,000	1,400,000	1,400,000	1,400,000
22070	Cleaning Services	500,000	500,000	600,000	650,000
22100	Publications and Stationery	650,000	850,000	900,000	950,000
22900	Other Goods and Services	165,000	195,000	225,000	230,000



**Ministry of Civil Service and Administrative Reforms - continued**

Item No.	Details	Rs	Rs	Rs	Rs
		2011 Estimates	2012 Estimates	2013 Planned	2014 Planned
<b>31</b>	<b>Acquisition of Non-Financial Assets</b>	<b>10,000,000</b>	<b>20,000,000</b>	<b>7,000,000</b>	-
31132	Intangible Fixed Assets	-	15,000,000	7,000,000	-
31132401	<i>Upgrading of ICT Infrastructure (Integrated Human Resource Management Information System)</i>	-	15,000,000	7,000,000	-
31133	Furniture, Fixtures and Fittings	10,000,000	5,000,000	-	-
31133801	<i>Acquisition of Furniture, Fixtures and Fittings</i>	10,000,000	5,000,000	-	-
	<b>Total</b>	<b>78,991,000</b>	<b>78,890,000</b>	<b>75,959,000</b>	<b>69,816,000</b>
<b>Programme 302: Administrative Reforms in the Civil Service</b>					
<b>21</b>	<b>Compensation of Employees</b>	<b>4,191,000</b>	<b>4,516,000</b>	<b>4,605,000</b>	<b>4,669,000</b>
21110	Personal Emoluments	3,756,000	4,051,000	4,115,000	4,179,000
21111	Other Staff Costs	435,000	465,000	490,000	490,000
<b>22</b>	<b>Goods and Services</b>	<b>11,295,000</b>	<b>9,640,000</b>	<b>7,440,000</b>	<b>7,550,000</b>
22030	Rent	50,000	50,000	50,000	50,000
22040	Office Equipment and Furniture	2,600,000	3,200,000	1,000,000	1,000,000
22050	Office Expenses	65,000	60,000	60,000	70,000
22060	Maintenance	500,000	650,000	650,000	650,000
22100	Publications and Stationery	455,000	455,000	455,000	455,000
22120	Fees	5,650,000	3,600,000	3,600,000	3,600,000
22130	Studies and Surveys	1,050,000	700,000	700,000	700,000
22160	Overseas Training	200,000	200,000	200,000	300,000
22900	Other Goods and Services	725,000	725,000	725,000	725,000
<b>26</b>	<b>Grants</b>	<b>120,000</b>	<b>120,000</b>	<b>125,000</b>	<b>125,000</b>
26210	Current Grant to International Organisations	120,000	120,000	125,000	125,000
26210027	<i>Contribution to Commonwealth Association for Public Administration and Management</i>	120,000	120,000	125,000	125,000
	<b>Total</b>	<b>15,606,000</b>	<b>14,276,000</b>	<b>12,170,000</b>	<b>12,344,000</b>
<b>Programme 303: Human Resource Development and Capacity Building</b>					
<b>21</b>	<b>Compensation of Employees</b>	<b>7,744,000</b>	<b>9,911,000</b>	<b>10,170,000</b>	<b>10,351,000</b>
21110	Personal Emoluments	6,784,000	8,926,000	9,185,000	9,341,000
21111	Other Staff Costs	960,000	985,000	985,000	1,010,000
<b>22</b>	<b>Goods and Services</b>	<b>15,106,000</b>	<b>17,770,000</b>	<b>19,905,000</b>	<b>22,915,000</b>
22010	Cost of Utilities	600,000	550,000	550,000	550,000
22030	Rent	1,696,000	1,550,000	1,575,000	1,575,000
22040	Office Equipment and Furniture	815,000	250,000	250,000	250,000
22050	Office Expenses	80,000	80,000	90,000	100,000
22060	Maintenance	175,000	200,000	200,000	200,000
22070	Cleaning Services	250,000	200,000	200,000	200,000
22100	Publications and Stationery	2,025,000	2,175,000	2,175,000	2,175,000

**Ministry of Civil Service and Administrative Reforms - continued**

Item No.	Details	Rs	Rs	Rs	Rs
		2011 Estimates	2012 Estimates	2013 Planned	2014 Planned
22120	Fees	6,750,000	10,000,000	12,000,000	15,000,000
22120007	<i>of which Training (Civil Service College)</i>	5,750,000	10,000,000	12,000,000	15,000,000
22160	Overseas Training	1,500,000	1,500,000	1,500,000	1,500,000
22900	Other Goods and Services	1,215,000	1,265,000	1,365,000	1,365,000
	<b>Total</b>	<b>22,850,000</b>	<b>27,681,000</b>	<b>30,075,000</b>	<b>33,266,000</b>
<b>Programme 304: Human Resource Management</b>					
<b>Sub-Programme 30401: Management of Human Resources</b>					
<b>21</b>	<b>Compensation of Employees</b>	<b>183,579,000</b>	<b>200,106,000</b>	<b>214,778,000</b>	<b>217,549,000</b>
21110	Personal Emoluments	180,500,000	196,376,000	210,848,000	213,519,000
21111	Other Staff Costs	3,079,000	3,730,000	3,930,000	4,030,000
<b>22</b>	<b>Goods and Services</b>	<b>7,086,000</b>	<b>6,925,000</b>	<b>6,625,000</b>	<b>6,675,000</b>
22030	Rent	801,000	760,000	760,000	760,000
22040	Office Equipment and Furniture	100,000	200,000	200,000	200,000
22050	Office Expenses	200,000	200,000	200,000	200,000
22060	Maintenance	990,000	1,060,000	1,060,000	1,100,000
22100	Publications and Stationery	1,335,000	1,335,000	1,335,000	1,345,000
22120	Fees	2,900,000	2,700,000	2,400,000	2,400,000
22900	Other Goods and Services	760,000	670,000	670,000	670,000
<b>26</b>	<b>Grants</b>	<b>2,700,000</b>	<b>2,700,000</b>	<b>2,700,000</b>	<b>2,800,000</b>
26313	Extra-Budgetary Units	2,700,000	2,700,000	2,700,000	2,800,000
26313075	<i>Current Grant - Public Officers' Welfare Council</i>	2,700,000	2,700,000	2,700,000	2,800,000
<b>31</b>	<b>Acquisition of Non Financial Assets</b>	<b>4,330,700</b>	<b>8,900,000</b>	<b>2,400,000</b>	<b>2,500,000</b>
31122	Other Machinery and Equipment	4,330,700	8,900,000	2,400,000	2,500,000
31122802	<i>Acquisition of IT Equipment for Electronic Attendance System(EAS)</i>	4,330,700	8,900,000	2,400,000	2,500,000
	<b>Total</b>	<b>197,695,700</b>	<b>218,631,000</b>	<b>226,503,000</b>	<b>229,524,000</b>
<b>Sub-Programme 30402: Occupational Safety and Health</b>					
<b>21</b>	<b>Compensation of Employees</b>	<b>10,319,000</b>	<b>8,617,000</b>	<b>9,241,000</b>	<b>9,479,000</b>
21110	Personal Emoluments	9,552,000	7,799,000	8,398,000	8,636,000
21111	Other Staff Costs	767,000	818,000	843,000	843,000
<b>22</b>	<b>Goods and Services</b>	<b>34,505,300</b>	<b>30,872,000</b>	<b>30,872,000</b>	<b>30,928,000</b>
22030	Rent	20,000	20,000	20,000	25,000
22040	Office Equipment and Furniture	5,060,000	5,100,000	5,100,000	5,100,000
22050	Office Expenses	2,230,000	2,030,000	2,030,000	2,030,000
22060	Maintenance	24,030,000	23,080,000	23,080,000	23,100,000
22070	Cleaning Services	2,512,000	-	-	-
22100	Publications and Stationery	96,000	107,000	107,000	133,000
22120	Fees	297,300	300,000	300,000	300,000
22900	Other Goods and Services	260,000	235,000	235,000	240,000
	<b>Total</b>	<b>44,824,300</b>	<b>39,489,000</b>	<b>40,113,000</b>	<b>40,407,000</b>

**PART D: HUMAN RESOURCES**

**STAFFING POSITIONS BY PROGRAMMES AND SUB-PROGRAMMES**

Salary Code	Position Titles	In Post	Funded Positions		
		2011	2012	2013	2014
<b>Programme 301: Civil Service Policy and Management</b>		<b>45</b>	<b>57</b>	<b>57</b>	<b>57</b>
	Minister	1	1	1	1
02 00 96	Senior Chief Executive	1	1	1	1
02 00 93	Permanent Secretary	1	1	1	1
02 78 80	Senior Executive (Specialist)	-	-	-	-
02 72 76					
02 66 71					
02 45 67	Assistant Secretary	1	2	2	2
	Director (Planning) (New)	-	1	1	1
	Assistant Director (New)	-	2	2	2
	Analyst (Management & HR) (New)	-	2	2	2
08 46 62	Office Management Executive	1	1	1	1
01 54 64	Assistant Manager, Financial Operations	1	1	1	1
01 41 55	Financial Operations Officer	2	3	3	3
01 29 49	Assistant Financial Operations Officer	1	1	1	1
21 48 59	Senior Procurement and Supply Officer	1	1	1	1
21 41 55	Procurement and Supply Officer	2	2	2	2
01 29 55	Internal Control Officer	1	1	1	1
08 34 55	Confidential Secretary	2	3	3	3
08 31 51	Senior Officer	5	8	8	8
08 29 49	Executive Officer	-	-	-	-
08 18 48	Officer	22	22	22	22
24 13 36	Driver	3	3	3	3
24 13 31					
24 19 33	Senior Office Care Attendant	-	1	1	1
<b>Programme 302: Administrative Reforms in the Civil Service</b>		<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>
02 75 82	Principal Assistant Secretary	1	1	1	1
02 45 67	Assistant Secretary	1	1	1	1
08 41 55	Higher Executive Officer	1	1	1	1
08 34 55	Confidential Secretary	1	1	1	1
08 31 51	Senior Officer	1	3	3	3
08 18 48	Officer	5	3	3	3
08 17 44	Word Processing Operator	1	1	1	1

**Ministry of Civil Service and Administrative Reforms - *continued***

**STAFFING POSITIONS BY PROGRAMMES AND SUB-PROGRAMMES**

Salary Code	Position Titles	In Post	Funded Positions		
		2011	2012	2013	2014
<b>Programme 303: Human Resource Development and Capacity Building</b>		<b>30</b>	<b>33</b>	<b>33</b>	<b>33</b>
02 75 82	Principal Assistant Secretary	1	1	1	1
02 45 67	Assistant Secretary	1	1	1	1
02 00 86	Director ,Civil Service College	1	1	1	1
02 59 71	Coordinator	1	1	1	1
02 44 67	Trainer	1	1	1	1
08 41 55	Higher Executive Officer	2	2	2	2
05 46 62	Senior Library and Documentation Officer	1	1	1	1
05 35 58	Library and Documentation Officer	1	1	1	1
	Library Clerk (New)	-	2	2	2
08 34 55	Confidential Secretary	1	1	1	1
08 31 51	Senior Officer	1	3	3	3
08 29 48	Special Clerical Officer	-	-	-	-
08 18 48	Officer	9	8	8	8
08 18 45	Clerical Officer/Special Clerical officer	-	-	-	-
08 17 44	Word Processing Operator	2	2	2	2
24 19 33	Senior Office Care Attendant	1	1	1	1
24 10 30	Office Care Attendant	7	7	7	7
<b>Programme 304: Human Resource Management</b>		<b>584</b>	<b>530</b>	<b>530</b>	<b>530</b>
<b>Sub-Programme 30401: Management of Human Resources</b>		<b>552</b>	<b>490</b>	<b>490</b>	<b>490</b>
02 75 82	Principal Assistant Secretary	1	1	1	1
08 75 81	Director, Human Resource Management	1	1	1	1
08 65 75	Deputy Director, Human Resource Management	1	1	1	1
08 60 71	Manager, Human Resources	22	32	32	32
08 54 64	Assistant Manager, Human Resources	56	66	66	66
08 48 59	Senior Human Resource Officer	76	85	85	85
02 45 67	Assistant Secretary	1	1	1	1
08 46 68	Human Resource Management Officer	6	6	6	6
08 34 55	Confidential Secretary	25	1	1	1
08 46 62	Office Management Executive **	41	48	48	48
08 47 61	Office Superintendent	1	1	1	1
08 41 55	Human Resource Officer	134	152	152	152
08 37 51	Office Supervisor	-	-	-	-
08 31 51	Senior Officer	91	3	3	3
08 18 48	Officer	50	5	5	5
08 34 55	Confidential Secretary **		49	49	49
08 48 60	Senior Shorthand Writer	-	-	-	-
08 42 56	Shorthand Writer	-	-	-	-

**Ministry of Civil Service and Administrative Reforms - *continued***

**STAFFING POSITIONS BY PROGRAMMES AND SUB-PROGRAMMES**

Salary Code	Position Titles	In Post	Funded Positions			
		2011	2012	2013	2014	
08 27 48	Senior Word Processing Operator	3	3	3	3	
08 17 44	Word Processing Operator	10	2	2	2	
24 27 37	Head Office Care Attendant **	1	6	6	6	
24 19 33	Senior Office Care Attendant **	15	20	20	20	
24 10 30	Office Care Attendant **	17	7	7	7	
24 13 36 24 13 31	Driver	-	-	-	-	
<b>Sub-Programme 30402: Occupational Safety and Health</b>		<b>32</b>	<b>40</b>	<b>40</b>	<b>40</b>	
18 57 67	Head, Safety and Health Unit	1	1	1	1	
	Deputy Director, Safety and Health Unit (new)	-	-	-	-	
18 51 62	Principal Safety and Health Officer (new)	1	4	4	4	
18 35 58	Safety and Health Officer/Senior Safety and Health Officer	25	29	29	29	
08 31 51	Senior Officer	1	2	2	2	
08 18 48	Officer	3	3	3	3	
08 17 44	Word Processing Operator	-	-	-	-	
24 10 30	Office Care Attendant	1	1	1	1	
	<b>Total</b>	<b>670</b>	<b>631</b>	<b>631</b>	<b>631</b>	

\*\* Includes officers who would be outposted to line Ministries during 2012.