

31st Jan. 1989.

To: All Secretaries of Ministries,

ESTABLISHMENT OF MANAGEMENT DEVELOPMENT UNITS IN LARGE
ORGANISATIONS IN THE PUBLIC SECTOR

His Excellency the President has made certain important pronouncements regarding administration particularly in connection with the "JANASAVIYA" Programme. He has stressed the need for debureaucratisation, simplifying of procedures and avoidance of delay.

To ensure that the above objectives are achieved it is necessary for every Ministry, Department and Agency to constantly review and monitor their activities with the particular intention of achieving the above objectives. One of the most effective ways of doing this is for every Ministry and large organisation to have a cell of its own which can look into the problems connected in the areas highlighted by His Excellency and recommend remedial measures immediately. The Training and Development Division of the Home Ministry through Training and Management Units in the Kachcheris have been engaged in this type of Management Development Activity for the last few years and have initiated new management strategies such as Work Improvement Circles (Quality Circles) and Management Competitions. The Administrative Reforms Committee in its report No. 5 has made a series of recommendations to the Government recommending the establishment of Training Cells/Units in Ministries, all-island Departments and Provincial Councils. While these proposals are now being studied by the Government it is necessary as an immediate measure in each large organisation, Ministry and Provincial Council to examine its own working machinery with a view to achieving the objectives set out by His Excellency. For this purpose while the services of specialised Institute should wherever be obtained, for consultancy studies regarding particular areas and problems, it would also be obligatory for heads of the organisation to activate their own organisations to examine on-going problems and find remedies.

The Ministry of Public Administration would wish to encourage these activities by disseminating innovative measures, successful programmes and management experiments adopted by various Ministries and Departments, through publications (bulletins, news letters) seminars and lectures.

You are therefore urged to take immediate action to achieve the objectives outlined by His Excellency and report to this Ministry the action taken by you in that regard and also the specific steps taken to simplify procedure and avoid undue delay. It would be useful to prepare your report in the following format :-

- a) Existing procedure,
- b) new procedure proposed and implemented
- c) advantages gained from the new procedure.

These reports would be helpful to other Ministries and Departments and if necessary to arrange discussions and seminars. It would also be useful to this Ministry to enable Institutes such as SLIDA to help further studies to be done on areas which are complex and require deeper study.

Please acknowledge the receipt of this letter. Correspondence on this matter should be addressed to Secretary, Ministry of Public Administration, Management Development Section, Independence Square, Colombo 7.

Sgd/ Cyril Gamage.

Actg. Secretary,
Ministry of Public Administration

Ministry of Public Administration,
Independence Square,
Colombo 7.