

My No. : AR/19/30  
Ministry of Public Administration,  
Home affairs & Administrative  
Reforms,  
Independence Square,  
Colombo 07.  
29.05.2001

To Secretaries of all Ministries  
Chief Secretaries of Provincial Councils  
Heads of Departments.

**Management Development and Training Units.**

Your kind attention is drawn to the circulars of No. 6/89, 12/90 and 14/90 issued respectively on 31.01.1989, 28.02.1990 and 13.03.1990 on the Establishment of Management Development and Training Units and implementation of a national policy on training of public officers.

2. Government has accepted as a policy that it is necessary to strengthen and implement the Management Development and Training Units (MDTU) in order to improve the efficiency, productivity, and quality of public service and expedite the development activities performed by Government Institutions.

A very few Management Development and training Units established previously, in terms of the instructions of the above circulars are still in operation successfully and it has been revealed that most of them have become inactive. Therefore it has been decided that these units should actively be implemented again as the institutional framework to expedite the Administrative Reforms Activities already launched by the government.

3. Accordingly, you are hereby requested to take immediate action to strengthen and reactivate efficiently, the Management Development Training Unit already established or if not, to establish and operate such a unit more efficient manner, in your Ministry/Department/Institution. You are kindly expected to follow the following guidelines in respect of the Management Development and Training Units.

4. **Objectives of the Management Development and Training Units.**

1. Establishment of a proper institutional frame work to bear the responsibility of the management development activities of Government Institutions.
2. Implementation of Administrative Reform Activities efficiently.
3. Creation of a Training Culture in Government Institutions.

### The Role of Management Development and Training Units.

1. Successful implementation of the provisions of the Administrative Reforms Circular No. 02/97 in the institutions. Areas for which attention should be drawn are as follows.
  - Establishment of the mission statement of the institution.
  - Determination of the objectives of the institution.
  - Reconsideration of the role of the institution.
  - Do away with the unnecessary procedures.
  - Proper organization of the reconsidered activities as respective and assigning such jobs to suitable persons.
  - Preparation of job descriptions.
2. Formulation of an Annual Action Plan for the Ministry/Department/Institution.
3. Determination of the manner in which the responsibility of implementing the annual action plan by divisions and the officers of such divisions.
4. Formulation of annual performance plans in respect of officers.
5. Organisation and implementation of the activities related to performance appraisal programme within the institution.
6. Follow up action on performance appraisal activities and liaise with this ministry.
7. Simplification of systems and procedures of the institution.
8. Preparation of work manuals related to various subjects.
9. Improvement of office layout.
10. Implementation of activities pertaining to the Productivity Improvement Circles.
11. Carrying out training need analyses of the officers from time to time.
12. Formulation and implementation of the training programmes suitable for the officers.
13. Evaluating the effects of training programmes conducted.
14. Organization and conducting of management competitions.
15. Research and development activities.

16. Providing creative contribution to the activities of management development of the institution.

There is no objection for adjusting these activities slightly depending on the nature, requirements and the resources available in the institution.

#### 06. Organization of the Management Development and Training Units.

Action should be taken in the organization of Management Development and Training Units in the following manner, and a progress review also should be conducted.

1. Management Development and Training Units should be initiated and implemented under the direct supervision and guidance of the Secretary in the case of a Ministry, of the Head of Department in the case of a Department, and of the Head of Institution in the case of an Institution.
2. Identify a specific officer at the level of Deputy Head of the Institution for the formation and implementation of activities of the Management Development and Training Unit and assign the said task to him as an important part of his job description.
3. Communicate to this Ministry the name of the officer so appointed within two weeks for the purpose of co-ordinations. Subsequent changes of that position also should be informed immediately.
4. Appoint an advisory committee comprising of 6 - 10 persons representing both senior officers and other officers of the institutions and take action to hold meetings of such advisory committee at least once a month. Communicate the decisions taken at such meetings as guidelines to the Management Development and Training Unit for implementation.
5. Employ a sufficient number of officers to MDTU to function as a unit to assist the officer appointed as above. However, additional staff will not be approved for this purpose, and the implementation should be done by appropriate internal arrangements within the limits of existing staff.

#### 07. Financial Provisions

Steps should be taken to obtain adequate financial provisions required for the expenditure of this unit from annual estimates, from next year.

Until then, it would be appropriate to handle these matters by utilizing the recurrent expenditures within the existing provisions.

**08. You are kindly requested to establish and activate a Management Development and Training Units as per paragraph 03 above for your Ministry/Department/Institution before 20.06.2001 and inform the name designation, address and telephone number of the assigned officer to me as per subparagraph 06.2 before 25.06.2001.**

Sgd./M.N. Junid  
Secretary  
Ministry of Public Administration,  
Home Affairs & Administrative Reforms