

OYO STATE COUNCIL FOR ARTS AND CULTURE

CULTURAL CENTRE ROAD, MOKOLA,
IBADAN NIGERIA

ARCHIVES

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ARCHIVES OF OYSCAC

TELEGRAMS : PERMFIN



THE TREASURY
IBADAN
WESTERN NIGERIA

Your Ref.

All communications should be addressed
to the Permanent Secretary to the
Treasury quoting

Our Ref. No

C.25846/147

Date 19th August, 1960

Dr. S.O. Biobaku,
Secretary to the Premier & Executive Council,
Ibadan. *and Head of the Service.*

My dear Sir,

I forward herewith, for your information,
a copy of Mr. Cooper's handing over notes in respect
of the Establishments & Organisation department of
the Treasury.

Yours ever

Diwak
(D.I. Scanlan)

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B. P. L.
S. L.

MS. Resubbed pl.

29/8

ESTABLISHMENTS AND ORGANISATION DEPARTMENT. THE TREASURY

Handing over notes from MR. B.K. Cooper, M.B.E.
to Mr. D.I. Scanlan, M.V.O.

1. GENERAL

The following events have occurred:-

- (i) Sir Adesoji Adere^{mi}, One of Ife has been appointed Governor, Western Region (the post of Deputy Governor is unfilled).
- (ii) Following a General Election on 8th August, Chief S.L. Akintola has been re-appointed Premier and Chief J.O.A. Odebiyi, Minister of Finance.
- (iii) Chief S.O. Adebo is in America on duty and expected back in September. Dr. S.O. Biobaku is acting Head of the Service and Chief I.O. Dina is acting as Permanent Secretary to the Treasury.

2. STAFF

- (a) Mr. Ugot has replaced Mr. Adodeji as S.A.S.(A);
- (b) Mr. Odumosu has been posted to the department as S.A.S., Special Duty;
- (c) Mr. Ingledow is due to depart on retirement mid-November - provisionally Mr. Odumosu is earmarked to replace him as S.A.S.(P);
- (d) Mr. Oguntoye is being replaced by Mr. Adisa as A.S.A.1 later this month;
- (e) Executive Class staff reductions have been made in the Department to accord with the revised establishment approved by Government (minus one S.E.O. in 'P' Division and minus one E.O. in 'A' Division);
- (f) S.A.S.(P) is pressing for an additional A.S. post in his Division which I am unable to support on present evidence which points to lack of quality rather than quantity. Changes of staff have

been made to strengthen this Division and the O. & M.O. is looking into S.A.S.(P)'s problems.

3. PERSONNEL DIVISION

(1) General Executive Class

- (a) The new scheme of service and establishment have been promulgated by Treasury circular;
- (b) The application of the new scheme of service to serving officers has been completed, save:
 - (i) a decision on which officers on G(E)1 (other than direct promotees) on 1.4.60 should be advanced to G(E)2,3 is awaited from the P.S.C. A further meeting of the G.E.C.S.B. on this matter is due to be held next week;
 - (ii) following a decision on (i) it will be necessary to review the position of officers on G(E)1 from 1.4.60 to the present time with particular reference to those who have been confirmed or whose trial promotions have been made substantive within this period;
- (c) Promotions recommendations (w.e.f. 1.7.60) for the Accounts and General Duties Branches are before the P.S.C.
- (d) I have referred to you recommendations for the promotion of two Executive Officers to the Administrative Class;
- (e) A 40% quota for entry by direct promotion and limited competition has been approved for this year;
- (f) Departmental direct promotion recommendations have been received and await consideration by the G.E.C.S.B.;
- (g) The Limited Competition will be held on 29th August;
- (h) Postings and revised acting appointments have been approved and implemented to accord with the revised establishment;

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- (i) The desirability of decentralising the G.E.C. has been examined and papers are being prepared for presentation at next Monday's Staff meeting;
- (j) There is a need for training meetings/ courses for accounts staff which the Accountant-General, with D.R.T's concurrence, has in hand.

(ii) Secretarial/Stenographic Grade

- (a) The revised scheme of service for the Confidential Secretary/Stenographer cadre is before the P.S.C.;
- (b) Promotion recommendations to the Official Reporter grade have been held up while the wishes of the officers eligible for consideration are ascertained regarding transfer to this cadre.

(iii) Retiring Benefits

A memo. is before Executive Council proposing that the normal age of retirement is raised from 55 to 60.

4. ADMINISTRATION DIVISION

- (a) This Division has been a weak link largely on account of staff changes;
- (b) The Staff List as at 1.6.60 has issued;
- (c) Work on the issue of existing approved chapters of General Orders (with index) and of rewriting additional chapters has, I regret, made little progress and has been turned over to Mr. Odumosu;
- (d) This year's overseas course for trade unionists will take the form of participating in a Colombo Plan Trade Union Course in mid-September organised by the U.K. Ministry of Labour;
- (e) Responsibility for the Self-Accounting Section and for internal Audit has passed to the Accountant-General, and the Section has moved bodily to the Accounting Division;
- (f) Quarterly meetings of the three Whitley Councils have been held as well as a number of ad hoc joint Whitley committee meetings.

5. ESTABLISHMENTS DIVISION

- (a) Statutory offices and other posts attracting

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fixed salaries - Revised salaries have been approved by Government (Treasury Circular 17);

(b) Morgan Commission regarding proposals - A memo. is before Executive Council;

(c) Principal Grade - A memo. is before Executive Council. As and when this memo. is taken by Council you may wish to advise H.M.F. to propose to Council a variation of the effective date of introduction specified in the memo. from 1st September to 1st October;

(d) Scale A entry points - A draft comprehensive circular is with the Whitley Council Staff Side for clearance.

6. ORGANISATION & METHODS DIVISION

Mr. Reynolds has continued to concentrate on training and I understand that the possibility of his further engagement on contract is being considered. I regret that I have been unable to obtain any draft training manuals from Mr. Parsons.

7. SPECIAL DUTY

Mr. Odumosu resumed duty a week ago from America and has been given the following assignments:-

- (i) Completion of index and issue of General Order chapters approved by Government;
- (ii) Revision of schemes of service of all 'C' scale posts;
- (iii) After (i) is completed, the preparation of the remaining chapters of Western Region General Orders.

8. I hand over to you the following:-

- (a) Key 33009 to the steel cabinet
- (b) Spare key of office
- (c) Copies No. 826, 827 and 853 of Security instructions (Nigeria)
- (d) Copy No. 95 in connection with unlawful assemblies and riots
- (e) One official brief-case.

Officer Handing-Over
16 August, 1960

Officer taking over
16 August, 1960

B.K. Cooper.
B.K. Cooper

D.I. Scanlan
D.I. Scanlan

cc
PA
16 Aug 60

TELEGRAMS : PERMFIN



THE TREASURY

IBADAN

WESTERN NIGERIA

Your Ref. No.
All communications should be addressed
to the Permanent Secretary to the
Treasury quoting
Our Ref. No. C.25846/148

Date 7th October, 1960

SECRET

Chief S.O. Adebo, C.M.G.,
Head of the Service,
The Treasury,
Ibadan.

Sir,

I have the honour to forward, for your information,
a copy of my handing-over notes to Mr. P.T. Odumosu in
respect of the Establishments & Organisation Department.

I have the honour to be,
Sir,
Your obedient servant,

D. I. Scanlan
(D.I. SCANLAN)

cc.

Pl. resubmit in file.

SECRET

HS

Resubmitted pl.

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Handing-over notes from Mr. D.I. Scanlan, M.V.O.
Mr. P.T. Odumodu

When I began writing these notes I was unaware that you would be succeeding me in the post of Secretary for Establishments and Organisation, and it is probable that much of what is written, particularly as regards the Establishments Division, will already be familiar to you.

2. The Establishments Division (now Establishments and Organisation Department) of the Ministry of Finance (now the Treasury) came into being on October 1st, 1954, and since then the following Officers have been in charge:

Oct. - Dec., 1954	I.F. Nicolson (Acting)
Dec, 1954 - May, 1955	: D.I. Scanlan (Acting)
June, 1955 - June, 1956	: I.F. Nicolson (Acting)
July, 1956 - Dec. 1956	: D.I. Scanlan, M.V.O. (Acting)
Jan. 1957 - May, 1957	: J.W.H. O'Regan, O.B.E.
May, 1957 - Oct. 1960	: D.I. Scanlan, M.V.O.

Messrs. McGrath and Cooper have acted as Secretary during summer leave in 1958, 1959 and 1960, while Mr. Cooper acted again as Secretary from January to May, 1960, when I was assigned to Special Duties in the Treasury.

3. The Secretary for Establishments and Organisation ranks as a Permanent Secretary post, but in the Treasury organisation both he and the Secretary for Finance report to the Permanent Secretary to the Treasury.

Office Organisation.

4. The Establishments and Organisation Department comprises five Divisions:-

- (a) Administration Division under a Senior Assistant Secretary;
- (b) Establishments Division under a Senior Assistant Secretary;
- (c) Personnel Division under a Senior Assistant Secretary;
- (d) Organisation & Methods Division under the Organisation & Methods Officer;
- (e) Recruitment and Training Division;

In practice, however, the Director of Recruitment and Training reports direct to the Head of the Service on most matters and the Secretary for Establishments and Organisation is not responsible for the work of that Division. These notes will, therefore, not cover the work of the Recruitment and Training Division but only refer to the relationship between that Division and the remainder of the Department.

5. The Heads of the Administration, Establishments, Personnel and Organisation & Methods Divisions report direct to the Secretary for Establishments and Organisation but are fully responsible for the efficient running of their respective Divisions. The Administration and General branch of the Treasury, which deals with office and personnel management of all Treasury Staff (including Accounting Division and Tax Board outstation staff) is in charge of a Senior Executive Officer (Mr. B.O. Odiase), who reports to the Senior Assistant Secretary (Administration).

6. When the posts of Permanent Secretary to the Treasury and Head of the Service are occupied by different persons as is the case at present, some care is necessary in the upwards submission of papers. Generally speaking, most personnel work relating to the Administrative Class requiring submission beyond Secretary level, concerns the Head of the Service rather than the P.S.T. On the other hand, Establishments Division work (e.g. establishments, gradings, schemes of service etc.) is mainly Treasury work. Work from the Administration Division concerning conditions of Service would normally be submitted to the Permanent Secretary to the Treasury. The best rule is to consider whether the subject matter is one for which the Hon. Minister is finally responsible, in which case the submission should go to the Permanent Secretary to the Treasury, or whether the subject is a matter of Civil Service management in which case the submission should be addressed to the Head of the Service.

Staff of the Establishments & Organisation Department.

7. The present position regarding the senior staff of the Department is as follows:-

ADMINISTRATION DIVISION

Senior Assistant Secretary	:	Mr. U.B. Ugot
Assistant Secretary	:	Mr. R.C. Nwaboku
Assistant Secretary	:	Mr. S.A. Adisa
Executive Officer	:	Mr. O.G. Awani
Executive Officer (Accts.) (Internal Audit)	:	Mr. J.A.B. Atobasire

ADMINISTRATION & GENERAL BRANCH

Senior Executive Officer	:	Mr. B.O. Odiase
Higher Executive Officer (Accts.)	:	Mr. J.O. Agbeye
Executive Officer	:	Mr. E. Ogieriaikhi

ESTABLISHMENTS DIVISION

Senior Assistant Secretary	:	Mr. B.A. Oduntan (Acting)
Assistant Secretary	:	Mr. J.A. Ohiorenoya
Assistant Secretary	:	Mr. J.O. Ihonor (Executive Officer - acting)

Complementing Team

Higher Executive Officer	:	Mr. J.A.O. Dawodu (Confidential Clerk : Seconded)
Executive Officer	:	Mr. A.E. Osunde

PERSONNEL DIVISION

Senior Assistant Secretary	:	Mr. A.B. Ingledow (retiring mid-November)
Higher Executive Officer	:	Mr. O.H. Obasohan (Acting)
Higher Executive Officer (Accts.)	:	Mr. G.O. Ajani
Executive Officer	:	Mr. S.B. Salako
Executive Officer	:	Mr. S.O. Nwajei

ORGANISATION & METHODS DIVISION

O. & M.O.	:	Mr. G.E. Reynolds (retiring 3.11.60)
Assistant Secretary, Grade I	:	Mr. M.A. Ademosu (ACTING)
Senior Executive Officer	:	Mr. J.A.O. Williams
Higher Executive Officer	:	Mr. J.A. Abudu Mr. J.C. Onwubiko (Acting) Mr. A.S. Iriah { do. } Mr. A. Adesesan { do. }
Executive Officer	:	Vacant.

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RECRUITMENT & TRAINING DIVISION

Director of Recruitment & Training	:	Mr. O. I. Afe
Training Officer	:	Mr. W.J. Anukpe (Acting)
Assistant Secretary, Grade I	:	Mr. B.A. Clark (Acting)
Assistant Secretary	:	Mr. J.C. Ofili
Assistant Secretary	:	Mr. J.O. Sobande
Assistant Secretary	:	Mrs. T. Alakija
Higher Executive Officer	:	Mr. A.O. Aboderin
Higher Executive Officer	:	Mr. C.O.I. Maidoh
Higher Executive Officer	:	Mr. G.B.S. Odunlami (Acting)
Higher Executive Officer (Accts.)	:	Mr. G.O. Mosuro S.E.O. (Accts.)
Executive Officer	:	Mr. P.O. Ishola
Executive Officer	:	Mr. O. Atobatele

8. You will note that, bearing in mind the overall vacancy position in the Administrative and General Executive Classes, the staff position in the Department is not unsatisfactory, at any rate, as regards numbers. The Administrative Staff Committee has not yet taken a decision on who will replace Messrs. Reynolds and Ingledow, both of whom will be leaving Nigeria in November. I am not satisfied that we have the right calibre of Executive staff in either of these Divisions.

9. I have asked the Senior Assistant Secretary (Personnel) to arrange for Mr. Salako (Executive Officer) to be posted to the Ministry of Health & Social Welfare to strengthen the Establishments side of that Ministry and for Mr. Awani to be moved from his present duties (leave and passages) in order that he may gain wider experience in the duties of an Executive Officer. I was intending to review the Executive staff in the Organisation & Methods Division and you will, no doubt, wish to pursue this.

10. In the paragraphs which follow, I shall attempt very briefly to summarise the work of the four Divisions (excluding the Recruitment and Training Division) and to refer to matters which, in my opinion, call for special attention.

11. ADMINISTRATION DIVISION (including the Administration & General Branch)

The Administration Division is concerned with the following subjects:-

Conditions of Service
Preparation of General Orders
Leave and passages
Preparation of Staff List
Staff Relations, including the three Whitley Councils
National Council on Establishments matters
Meetings of Senior Assistant Secretaries
Internal Audit
Management of Treasury Office (including recruitment & discipline of junior staff, salaries, advances, staff records, accommodation, stores and equipment, registry and typing pool).

12. Conditions for Service for the Western Nigeria Public Service are covered by the Public Administration Law, 1959. Under Section 38 of that Law, the Treasury Board "may by order make provision for regulating the public service of the Region including:-

- "(a) requiring that on first appointment to the permanent establishment of the public service, public officers should serve for such period as may be specified on probation, and for the conditions of such probationary appointment;
- (c) for regulating the conduct of public officers in relation to the carrying on or participation in any trade, business or occupation, to political activities, to the publication in any manner of statement of a political or administrative nature to the rendering of services to persons other than the Government, to the disclosure of official information and in such other respects as appears necessary to the Board for preservation of the integrity or independence of the public service;
- (d) for the conditions upon which increments of salary may be granted or withheld;
- (e) prescribing examinations to be taken by any class or grade of public officers, and generally for the conduct of such examinations;
- (f) prescribing the conditions of service of public officers including leave, allowances and any equipment, services, facilities or benefits to be provided at the expense of the Government;
- (g) requiring public officers to notify inventions made, or patents applied for by them, and prescribing conditions upon which, and the extent to which, rights in inventions or patents be enjoyed by any public officer, and for

requiring the assignment of rights not to be enjoyed by public officers to the government;

- (h) regulating the procedure for the making of petitions by public officers to the government;
- (i) regulating official procedure and prescribing the duties and responsibilities of public officers in relation to the conduct of government business (other than the financial business of government) which the Board considers ought to be governed by orders made under this section."

In accordance with the above, all General Orders have to be approved by the Treasury Board and the new issue of General Orders, which will be distributed shortly, has been approved by the Board.

13. Changes in conditions of Service should always be promulgated in the form of revised General Orders. Such changes arise from different sources, including,

- (a) discussion of proposals raised by Staff Associations or the Staff Sides of Whitley Councils;
- (b) action taken by other Governments in the Federation, where it is desirable that we should fall in line;
- (c) decisions taken on individual cases.

14. A point to remember is that any changes in Conditions of Service should normally be cleared through the Whitley Councils before submission to the Treasury Board. It should also be remembered that Establishment Circular No.10/1957, which was promulgated in anticipation of the Public Officers' Agreement (which has still not been signed), guarantees with effect from 8.8.57 in respect of officers appointed or selected for appointment by the Secretary of State or the Crown Agents or in respect of officers whose appointment was approved by the Secretary of State, that their conditions of Service as regards tenure of office, promotion, discipline, remuneration, pension, leave and passages will not be less favourable in the future than those in force before the 8th August, subject to the Schedule to the Special List 'A' agreement and the creation, by agreement with Her Majesty's Government, of other opportunities for Nigerians to gain experience in senior posts without detriment to the promotion prospects of overseas officers as at 8th August, 1957.

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15. The position regarding General Orders is that Mr. P.T. Odumosu (Officer on Special Duties) has been engaged on preparing an index for the new issue, which covers Chapters I-V, VII, IX - XII, XVI, XIX - XX and XXIII to XXV. The new General Orders exclude matters which fall within the constitutional responsibility of the Governor or the Public Service Commission which should be covered by Public Service Commission regulations. The latter, when revised, will be included, with the Judicial Service Commission Regulations, as a separate part of the Manual, General Orders being the first part.

16. I suggest that the Administration Division should be pressed to complete the Chapter on leave which has been outstanding for some months. I have asked the S.A.S.(A) to give this matter his personal and urgent attention.

17. Whitley Councils. You are chairman of the three Regional Whitley Councils - Whitley Council I (representing the two Senior Staff Associations - A.S.C.S.F.N. and A.I.S.C.N), Whitley Council II (representing the N.C.S.U. and the Messengers' Union) and the Technical Whitley Council (representing 9 Technical Unions). Whitleyism in Western Nigeria is comparatively new, but I think it is fair to say that we have got off to a good start and the system probably works as well here as anywhere in Nigeria. An illustrated booklet commemorating the first year of Whitleyism has just been published and is about to be issued.

18. Whitley Council meetings have been fixed as follows:-

7th October	10 a.m.	Whitley Council II
14th October	10 a.m.	Whitley Council I
4th November	10 a.m.	Technical Whitley Council

Official Side Briefs for these meetings are being prepared and a meeting of the Official Side of Whitley Council II has been arranged for 12 p.m. on 5th October in preparation for the meeting of the 7th October. It is usual for the official side briefs, when they relate to policy matters, to be submitted to H.M.F. for approval in order to ensure that the line taken on any subject is in accordanced with Government policy.

19. The major outstanding issue between the Official and Staff Sides of all three Councils is the question of procedure in the event of disagreement. The Official Side line on this is that the Western Nigeria Government cannot act unilaterally in this matter and on directions from the Cabinet, the question has been referred to the National Council on Establishments (see below). On the assumption that you have already attended a Whitley Council meeting, I will not describe the Council procedure in these notes. I do suggest, however, from my experience since the inception of these Councils, that it is best in the long run to give the Staff Side spokesmen plenty of rope. I have also adopted the practice of allocating subjects to the various members of the official side. I suggest that you should familiarise yourself with the Constitutions of each of the Councils and also that you should study the minutes of previous meetings. The Assistant Secretary (Admin.) (Mr. R.C. Nwaboku) has been Secretary of the Official Side since the Councils came into being.

20. Staff List. The latest Staff List was issued as at 1.6.60. It might be desirable to issue the next list as at 1.1.61, but if it is left too late, printing may be difficult since the Annual Estimates and legislative material will have priority.

21. You are Chairman of the Senior Assistant Secretaries meeting. These meetings are held from time to time and are, think, very useful as a forum for exchanging views on matters concerning general administration and for putting across the Treasury view on such matters. I have not convened a Senior Assistant Secretaries meeting since my return from leave, but in view of probable changes in personnel at that level, I suggest that one should be held fairly soon. These meetings, are, in a sense, complementary to the Permanent Secretaries meetings.

22. The National Council on Establishments is a ministerial body, which meets under the chairmanship of the Prime Minister of the Federation, and comprises one minister from the Federation and each of the Regions. The last full meeting of the National Council on Establishments was held in

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July, 1959, before the Western Nigeria Government decided to set up its own Salary Commission owing to disagreement about terms of reference of the Mbanefo Commission. A number of Officials' meetings have, however, been held since that date and I have been able to keep in fairly close touch with my opposite numbers in the Federation (Mr. W. Macmillan, C.M.G., Permanent Secretary, Ministry of Pensions) and in the North (Mr. C. Brigstocke of the Premier's Office). The position about the N.C.E. is that the West Nigeria Government has made an official request for a full meeting of the Council to be held as soon as possible after independence. A reply is still awaited from the Council Secretary (now Mr. Rapson), but you will see from P.197 in File 26592/4/1 that the next officials' meeting will probably be held in mid-November.

23. The Administration & General Branch is under the charge of a Senior Executive Officer (Mr. B.O. Odiase). The Accounts Section of the Branch is physically located in the offices of the Accounting Division. This move was necessitated by the unsatisfactory way the accounts had been maintained under the former H.E.O. (Accounts). Office accommodation is difficult, but the Premier's Office have been helpful in providing space. I am not satisfied with the Registry, nor does the work in the Typing Pool appear to be equally distributed (e.g. pensions work requires an additional typist, I think). The Senior Executive Officer should be asked each month to explain any vacancies in the Treasury Establishment of Scale D, F and G posts. The vacancy position in these grades is not unsatisfactory, but there are still some posts unfilled.

PERSONNEL DIVISION.

24. The Personnel Division is concerned with the management and control of the three centrally-deployed classes, and with both the policy aspects and actual computation of retirement benefits (including Special Lists A and B, Lump Sum Compensation, pensions, gratuities, annual allowances etc.)

25. The three centrally-deployed classes are the Administrative, General Executive and Secretarial/Stenographic classes. The Head of the Service is Head of Department of the Administrative Class, while the Secretary for Establishments and Organisation is Head of Department of the other two classes.

26. Important matters relating to the management of the Administrative Class are discussed by the Administrative Staff Committee, which usually meets under the chairmanship of the Head of the Service on Thursday mornings at 9 a.m. Minor matters are dealt with as file cases and need not be submitted to the Head of the Service unless important issues are raised. The draft agenda for the Administrative Staff Committee is prepared by the Senior Assistant Secretary (Personnel) and should be in your hands before close of business on Wednesday. The Head of the Service usually wishes to discuss the agenda with you half an hour before the meeting. The Committee has hitherto comprised the Head of the Service, the Secretary to the Premier & Executive Council, the next Senior Administrative Officer (until now Mr. Bromage has attended in this capacity) and the Secretary for Establishments and Organisation who also initiates executive action on decisions reached by the Committee. The Administrative Staff Committee is concerned particularly with postings, promotions, and selection of members of the Administrative Class for overseas training courses.

27. The staff position in the Administrative Class as at 1st October, 1960 (i.e. not taking account of the displacement of eight overseas staff grade Administrative officers) was as follows:-

<u>Establishment</u>		<u>Strength</u>	
Duty Posts	152	On duty	133
Leave Reliefs	17	On leave	20
Supernumerary & seconded office s	20	On Special Duty	
		On secondment	17
	189		170

The above vacancies will be increased by the departure before 31.1.61 of 9 overseas officers (Messrs. Henry, Howard Henderson, Smallman, Grubb, Reynolds, Robertson, Ingledow and Flint) and by the termination of the appointment of Mr. Oguntayo. The case of Mr. Uduabor is also under consideration and it is probable that he will not be confirmed in his appointment. In addition, four officers included in the figure of 20 officers on leave are undertaking training courses in the U.S.A. for periods of 9 months or more. Recruitment prospects for the remainder of this year are not promising and the quality of the candidates recently interviewed for posts in the Admin. Class has, in my opinion, been below average.

28. On the other side of the picture there are three members of the General Executive Class now acting as Administrative Officers who are, in my view, suitable for immediate promotion to the Administrative Class. These should be considered by the General Executive Class Selection Board when it next meets.

29. A monthly Admin. Class dispositions list is prepared by the Personnel Division and I have always made a practice of checking the draft personally before it is typed, and in particular, of requiring the Personnel Division to provide a reconciliation of the vacancy position as compared with that of the previous month. The Secretary for Establishments & Organisation normally represents the Head of the Service as consultant at interviews by the Public Service Commission of candidates for the Administrative Class. Another function of the Secretary is the swearing in of new Administrative Officers (the Oath of Allegiance, Oath of Office and the Judicial Oath.)

30. I suggest that the position of Administrative officers seconded to other posts be kept under constant review. In our present staff position, I think that bodies such as the Sports Council should appoint their own Secretary.

31. The General Executive Class with an establishment of 392 posts comprises four branches - Audit, Accounts, Tax Board, and General Duties. It was my intention to suggest to the Director of Audit that a recommendation should be submitted to Government that the Director should take over the responsibilities of Head of Department of the Audit Branch (33 posts) as soon as the current vacancies in the Branch have been filled. The future of the Tax Board (49 Executive Posts) is by no means clear and I do not recommend any change here until this position is clarified. The Accounts Branch of the General Executive Class comprises 94 posts:-

Senior Executive Officer	9
Higher Executive Officer	25
Executive Officer and Assistant Executive Officer	60

It should be noted that the posts of Accountant-General, Assistant Accountant-General and Principal Accountant are not included in the General Executive Class, although the latter posts are filled by promotion from the Class. The Superscale accounts posts are centrally deployed and the Permanent Secretary to the Treasury is Head of Department of the Class. The General Duties Branch comprises 216 posts as follows:-

Principal Executive Officer	2
Senior Executive Officer	15
Higher Executive Officer	35
Executive Officer and Assistant Executive Officer	154
Leave Reliefs	12

32. As is the case in the Administrative Class, the management of the General Executive Class is carried out by means of a Staff Committee comprising the Secretary for Establishments and Organisation as Chairman, the Accountant-General and the

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Senior Assistant Secretary (Personnel). The Committee meets each Monday morning at 9 a.m. and also deals with matters concerning the Secretarial-Stenographic Class (see below).

33. There were 29 vacancies in the General Executive Class as at 1st October, 1960, but the true figure was 41, since 12 officers were acting in or held against posts outside the Class. Sixteen officers have been recommended for direct promotion from the Clerical grades and the Limited Competitive Examination, which was held on the 29th August, should provide 9 more recruits. Four candidates with degrees or passes in the final examinations of Secretarial or Accounting bodies have recently been interviewed and should be appointed shortly, and 3 officers have been received for secondment from the Secretarial/Stenographic Class. The Open Competition, which I hope will provide the bulk of the intake into the class in the future, is due to be held on the 24th and 25th October (W.R. Notice 923 of 1960). The posting of the 16 direct promotion candidates has already been decided, and S.A.S.(P) will issue the postings notice.

34. The position as regards promotions in the Class of Superscale Officers of Accounts and the General Executive Class is as follows:-

Assistant Accountant-General : vacant (Mr. Fashoro has been recommended to the P.S.C.)

Principal Accountant : one vacancy (Mr. V.G. Morris, M.B.E., has been recommended to the P.S.C. see File E.80010/228)

Accounts Branch

Senior Executive Officer
and Higher Executive Officer : all filled

Audit Branch

2 Higher Executive Officer posts : both filled

Tax Branch

5 Higher Executive Officer posts : all vacant (pending clarification of the future of the Branch)

General Duties Branch

Principal Executive Officer : one vacancy
Senior Executive Officer : 15 posts all filled.
Higher Executive Officer : 33 posts - 26 filled. 8 officers recommended to P.S.C. for promotion (P.376 of

35. I advise you to read File 50443/D about the reconstitution of the General Executive Class Selection Board. Until now the Board has comprised the 2nd Commissioner (Mr.J.J. Marinho,M.B.E) as Chairman with the Secretary for Establishments & Organisation and Director of Recruitment and Training as Members. The Public Service Commission has approved the new composition of the Selection Board with effect from 1st October, 1960, and henceforth you will be Chairman. The Selection Board is responsible for making recommendations to the Public Service Commission for promotions to, within and from the General Executive Class, and also for preliminary interview of direct entry candidates with qualifications. The urgent job, in my view, is to proceed with promotions to the Administrative Class and I will inform you verbally of my views on this.

36. One other matter outstanding is in connexion with the advancement of Executive Officers on trial or on probation to Scale C(E)2,3 in accordance with paragraph 4(c) of Treasury Circular No.15/1960. All the relevant papers, including minutes of the General Executive Class Selection Board, are in C.50443/19 and the position is that the Board at its meeting on 27th September, 1960, considered all eligible officers and, with a few exceptions, made recommendations to the Public Service Commission. The outstanding cases, which should be considered at the next meeting of the Board are:-

Mr. Adeniji (Tax)	- C.50443/19/20
Mr. M.A. Adewoyin	ECR.173
Mr. O. Olayeni	ECR.320/5
Mr. J.A. Fasheru	ECR.211/7
Mr. M.A. Daramola	ECR.185/6a
Mr. S.I. Afun	ECR.331/9
Mr. J.O. Fagbemi	ECR.333/4
Mr. O.O. Ogunjobi	ECR.339/6 (H.E.O. ascertaining posting)
Mr. A.D. Okafor	ECR.320/5

37. The staff position in the Secretarial/Stenographic Class is at present as follows:-

	<u>Posts</u>	<u>Vacancies</u>
Confidential Clerk	2	1
Confidential Secretary Grade I	3	1 (Miss Bryant leaving shortl

	<u>Posts</u>	<u>Vacancies</u>
Official Reporter (Grade I)	1	1 (Recommendation with P.S.C. (50453/17)
Official Reporter (Grade II)	10	8 (Recommendations to fill 5 posts with P.S.C.) (50453/17
Confidential Secretary Grade II	44	15 (Recommendations for promotion to 3 posts with P.S.C.)
Confidential Secretary Grade III	43	15 (Recommendations for promotion to 8 posts with P.S.C.) (C.50453/6/202)
Stenographers	65	11 (Eight Stenographers recommended for promotion to Con. Secretary, III)

As you will observe, recommendations for promotion within the class are at present awaiting Public Service Commission approval, but you may wish to note the following points:-

- (a) the Stenographers' Association, which I met on 15.9.60, has asked for reconsideration of the Scheme of Service for Official Reporters (see File 50180/88);
- (b) there are four candidates from outside the Service for the vacancies in the cadre of Official Reporter and the Public Service Commission has been invited to interview these candidates.
- (c) Of the 15 vacancies in the Grade of Confidential Secretary, Grade II, 8 are in the Judicial Department (although three officers have been posted to act). These vacancies also include four leave relief posts. I understand that direct entry candidates are under consideration for appointment by the P.S.C.;
- (d) Vacancies in the grade of Confidential Secretary, III and Stenographer will in future be filled to a large extent from products of the Training School. As far as I am aware, all officers who have attained the necessary speed qualifications for grade have been considered;
- (e) On the 19th September (50443/7/108) I recommended to the Selection Board that

3 officers (Messrs. Pope, Smith and Igene, Confidential Secretaries, Grade II) should be seconded to the General Executive Class for a period of trial not exceeding one year. You may wish to confirm from the P.S.C. that they are taking action on this recommendation. There are already four officers (Ogunsuyi, Amusa, Dawodu and Alabi) seconded to the General Executive Class;

- (f) You will wish to pursue the question of the Scheme of Service for Confidential Secretaries, and I suggest that consideration be given to the absorption of the two posts of Confidential Clerk into the General Executive Class. These posts are something of an anachronism but I do not myself think that the duties of the posts justify Higher Executive Officer grading. They are both largely concerned with the custody of secret files (including in the case of the P.S.C. post all confidential report files), and it is for consideration whether the requirements of security demand a grading in C(E)4,5, observing that many Confidential Secretaries Grade II (graded in Scale C(E)2) have custody of such files.

38. The other side of the work of the Personnel Division concerns retirement benefits and allied subjects. I advise that you familiarise yourself with the Nigeria (Retirement Benefits) Order in Council, 1960 (a copy of which is in the bottom right hand drawer of the desk), and the Pensions Ordinance, 1951 and Regulations. It will also be necessary for you to read up the papers on Special List 'B' (S.A.S.(P) has the file), Special List 'A', and the Public Officers' Agreement (the latter, although agreed, has not been signed).

39. I have been worried about cases of delay in pensions and other retirement benefits. The fault invariably lies with the originating ministries, and I hope that the recent Training course conducted by Mr. Ingledow will lead to an improvement in the handling of these matters.

40. I strongly advise you to read the handing-over notes written by Mr. Ingledow in October, 1959, when handing over to Mr. Wells, as they form a useful summary of the work of the Division.

41. Another outstanding matter is the proposal by Her Majesty's Government to apply to members of Her Majesty's Overseas Civil Service serving in Western Nigeria the scheme whereby Her Majesty's Government would, as from 1.4.61, assume responsibility for payment of Inducement addition, children's and educational allowances, and the pension liability in respect of Inducement Pay. This has been put to Executive Council in Memorandum E.C.(60)469 but has not yet been considered by the Cabinet. I suggest that you should read about these proposals in File E.37/4.

42. Establishments Division.

You are more familiar than I am with the work of the Establishments Division, and all I can do is to invite attention to one or two of the more important outstanding matters:

(a) Principal Grade

You will recall that a Working Party, of which you were a member, submitted a report on this matter. The recommendations of the Working Party were remitted to the Morgan Commission which substantially endorsed these recommendations and the subject was also aired in the Whitley Councils. The next development was discussion at the National Council on Establishments Officials' meeting on 31.5.60 and a memo. for Executive Council was subsequently prepared (E.C.(60)388) which was considered by the Cabinet on 30th August. You will see from the Executive Council Conclusion at P.236 of C.60024 that the Cabinet deferred consideration pending information regarding the comparative position of Administrative and Professional officers.

They also directed reference to the National Council on Establishments before Government took a decision.

A draft note has been prepared by S.A.S.(E) and we have discussed briefly. You may wish to see my minute to the Hon. Minister of Finance at P.237 of C.60024;

(b) Morgan Report - Regrading of Posts

An Executive Council Memo. (E.C(60)426) covering the review of gradings in certain posts was initialled by the Hon. Minister of Finance on 5th August. It has still not been placed on the Agenda of the Executive Council. I suggest that you should familiarise yourself with File E.80027/Vol.III (which will be brought up to you on 10.10.60);

(c) Schemes of Service

The main outstanding question here, as you are aware, is the preparation of Schemes of Service for posts in the C(E) and C(T) Scales. In addition there are a number of other outstanding schemes. Work on the Schemes of Service has been the responsibility of a Special Duties Officer (first Mr. Cooper and then yourself) since May, 1960, but my impression is that there is still quite a lot to be done and this will have to be completed by the Establishments Division;

(d) Scale A entry points

A draft comprehensive circular on this matter is with the Government Printer. It has been held up owing to the pre-occupation of the Press with Independence Celebrations matters.

43. ORGANISATION & METHODS DIVISION

I have already referred briefly to the Staff position in the Organisation & Methods Division. As you know, Mr. Reynolds will be proceeding on retirement leave on 3.11.60. Mr. Williams the Senior Executive Officer who was posted to the Division in January, 1960, has asked to be returned to more general duties.

44. Mr. Reynolds has been devoting every Saturday morning to the training of Organisation and Methods staff on the theory and practice of Organisation & Methods. The first 11 weeks course started in January and was attended by Messrs. Williams, Abudu, Abuah (now transferred to the Premier's Office) Mr. Eyo (an Assistant Secretary from Eastern Nigeria) and, for part of the time, Messrs. Dawodu and Osunde from the Complementing Section. The course took the form of a round table discussion on selected subjects, led by Mr. Reynolds or Mr. Ademosu, and included demonstration of office equipment both in the office and the premises of leading suppliers. Training on the job is continuous and daily discussions on the conduct of assignments are conducted by Messrs. Reynolds or Ademosu.

45. Assignments completed since 1.4.60.

The following are the assignments completed since 1.4.60. Minor ad hoc assignments involving forms design, mechanisation, etc. are not included in the list.

<u>Assignment</u>	<u>Assignment officer</u>	<u>Remarks</u>
Admin. & General Division of the Min. of Home Affairs	M.A. Ademosu	O. & M. Report No.6
Local Govt. Service Board	J.A. Abudu	O. & M. Report No.7
Min. of Education Grants in Aid section	Mr. Williams } Mr. Abudu }	Interim report forwarded main report being published
Min. of Education Registration & Exam. Div.	Mr. Adesesa n } Mr. Iriah }	

Follow-up Assignments

- | | |
|---|---|
| (i) Introduction of the docket system of file registration to the Extension Services and the Forestry Division of the Min. of Agriculture | Mr. Williams
Mr. Adesesan
Mr. Iriah |
| (ii) Training Division Registry Procedure | Mr. Abudu |

26/3/60

Follow-up Assignments (contd)

(iii) Ministry of Works & Transport }
Docket System

Mr. Ademosu &
Mr. Williams

Work in hand

	<u>Officer</u>	<u>Remarks</u>
Survey of scales of Government Publications	Mr. Abudu	Draft report being processed
Review of Admin. & General Branch of the Ministry of Health	Mr. Abudu	Survey commenced 23.8.60
Education Administration Registry. Ministry of Education	Mr. Williams	Report being typed
Payment of Daily Rated Staff	Mr. Irish & Mr. Adesesan	Report being prepared
Personnel Division The Treasury	Mr. Reynolds	Fact finding proceeding
Examination of Purchasing and Servicing arrangements for Office Equipment & Stationery	Mr. Williams } Mr. Onwubiko }	Fact finding recently commenced
<u>Committee work</u>		
Accounting system for Min. of Works & Transport unallocated stores	Mr. Reynolds	Committee appointed by Executive Council to implement revised procedure
Accounting Procedure of Farm Settlements, Ministry of Agriculture & Natural Resources	Mr. Ademosu	
Standing Sub-Committee on Self Accounting	Mr. Reynolds	
Standing Committee on Training	Mr. Reynolds	
Training School Management Committee	Mr. Ademosu	

Ad Hoc work

Examining requests for Office Equipment and forms	Officers as allocated	
Maintaining library and indexes of Office Equipment and aids available and in use	Mr. Onwubiko	This is the work planned to be undertaken by the Executive Officer when appointed

A considerable amount of the time of Mr. Ademosu and Mr. Reynolds is devoted to the management of Assignment Officers.

46. One of the main drawbacks to the work of the Division is the absence of a manual of Office Procedure, and other standard manuals, including Self-Accounting. Mr. R.E. Brown, O.B.E., now of Messrs. Production Engineering, produced the draft of a manual for Administrative Officers nearly a year ago. All the work and Notes were turned over to Mr. Parsons, the Ford Foundation expert

who was loaned to the Region to prepare these manuals, but as far as I am aware, nothing has been forthcoming to date. Repeated requests to the Director of Recruitment & Training for some action in this matter have failed to produce any result. I am in entire agreement with Mr. Reynolds' view that the production of standard working manuals and their maintenance in an up to date condition, is essential for the efficiency of the Public Service. The new issue of General Orders will be a help but there is a widespread reluctance to delegate because of uncertainty that the delegates (particularly at the Executive level) will supply the right answers.

47. Recruitment and Training Division

I advise you to read Secret File E.80016/1 which contains the minutes and correspondence leading up to the transfer of the Director of Recruitment and Training from the Public Service Commission to the Treasury. Establishment Circular 34/1959 at P.59 of the file is important. The following subjects are dealt with in the Division:-

- Recruitment
- Nigerianisation
- Training (In-Service)
- Examinations (Treasury aspects)
- Employment of Northern Region Public Servants of Western Region Origin
- Scholarships (Treasury aspects)
- Promotion Boards
- Applications for Study leave without pay
- Retention of officers beyond the normal age of retirement
- Re-engagement of pensioners (policy)

48. As stated earlier in these notes, the Director of Recruitment and Training reports direct to the Head of the Service but routes matters with an establishments aspect through the Secretary for Establishments & Organisation.

28
38

49.

I hand over to you the following:-

- (a) Key 33009 to the Steel Cabinet
- (b) Spare key of office
- (c) Copies No. 826, 827 and 853 of Security Instructions (Nigeria)
- (d) Copy No. 95 in connexion with unlawful assemblies and riots
- (e) One official brief case.

Officer handing over
5th October, 1960

D.I. Scanlan

.....
D.I. Scanlan

Officer taking over
5th October, 1960

P.T. Odurosu
.....
P.T. Odurosu

P.A.

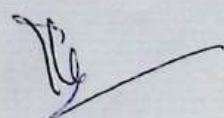
See
10/10/60

ARCHIVES OF OFFICIALS

PP 30-34

H.S.,

I attach herewith, for your confidential information, a copy of the handing over notes from Mr. Odumosu to myself.



J.E. Imoukhuede,

9 /10/62.

ARCHIVES OF OYSCAC

(a)
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ESTABLISHMENTS AND ORGANISATION DEPARTMENT, THE TREASURYHANDING OVER NOTES

H/S.

From: Mr. P.T. Odumosu, Administrative Officer Staff Grade,To : Mr. J.E. Inoukhuede, O.B.E., Administrative Officer Staff Grade,

I invite your attention to the comprehensive Handing Over Notes prepared for me by Mr. D.I. Scanlan, M.V.O., O.B.E. and enclosed at pp.72 to 93 of file H.2023. Although some of the references in these notes are now out of date, you will find them to be of interest particularly in relation to the functions and duties of the various Sections and Divisions of the Establishments and Organisation Department.

2. All Heads of Divisions - including the Director of Recruitment and Training - now report direct to the Secretary for Establishments and Organisation, and the following Heads of Divisions are at present in post:

- (a) Administration and General Division - Mr. A.K. Dogun
- (b) Establishment Division - Mr. B.A. Odunton
- (c) Personnel Division - Mr. P.O. Ofili (Acting)
- (d) Recruitment & Training Division - Mr. T.A. Iwajomo (
- (e) Organisation & Methods Division - Mr. M.A. Ademosu.

Some of the Assistant Secretary posts in the Department are temporarily filled by officers from the General Executive Class pending the availability of Administrative Officers for posting to these posts. Of such Executive Class Officers, Mr. E.A. Osunde, Ag. Assistant Secretary in the Establishment Division, has been recommended for promotion to the Administrative Class and is expected to participate in the interviews being arranged by the Public Service Commission for the selection of Administrative Officers next month.

3. The post of Training Officer, Group 8 in the Recruitment and Training Division has not been filled for sometime. The acting Head of the Service has however, agreed that Mrs. Olawoye, Assistant Secretary, due to resume duty from maternity leave shortly, should

/be posted.....

be posted to the Section. The proposal is being remitted to the Administrative Staff Committee for consideration.

4. Each Head of Division is conversant with the functions of his Division as well as any future plans and schemes in which his Division is involved.

Organisation and Methods Division

5. The establishment of the above Division was recently increased at the Executive Class level to ensure that more trained staff is available to cope with the increasing assignments of this Division. I have made it the practice to allow the Organisation and Methods Officer to make suggestions when officers are selected to fill vacancies in his Division.

6. Staff Inspection

The Staff Inspection Branch of the Establishment Division is a growing branch, the intention being to develop it into a Staff Inspection Division, adequately staffed and headed by a Senior Assistant Secretary as in the cases of the other Divisions. Messrs. Chioresanya, (Assistant Secretary) and Dawodu (Higher Executive Officer) from the Staff Inspection Branch recently completed a Staff Complementing and Organisation and Methods course in the United Kingdom and Mr. Onabolu, (Higher Executive Officer) from that Branch, is currently undergoing a similar course in the United Kingdom.

7. General Executive Class

As you are already aware, the Secretary for Establishment and Organisation is the Head of the General Executive Class. In that capacity, he is the Chairman of the General Executive Class Selection Board (which deals with selection of candidates for first appointment to the Class) and of the General Executive Class Promotions Board. The composition of the two Boards is as follows:

- (1) Secretary (Estab. & Organisation) - Chairman
- (ii) S.A.S. (Personnel) in the Treasury
- (iii) Director of Recruitment and Training
- (iv) The most senior Principal Executive Officer in post

(v) Any other Head of Department/Division co-opted at the discretion of the Chairman.

(See File 50443/14)

8. Twelve candidates were recently recommended by the General Executive Class Promotions Board for promotion to the General Executive Class by Direct Promotion Method. The recommendations are now before the Public Service Commission (File E.50443/4 refers).

9. A number of candidates with the requisite qualifications are also waiting to be interviewed for direct appointment to the Class. There are 20 vacancies to be filled by this method - File E.50443/4 refers.

10. The examination for admission of serving officers to the Class by the Limited Competition Method (see relevant Scheme of Service) was held on the 17th September, 1962. The papers in connection with the examination are being handled by S.A.S. (Personnel).

11. Secretarial/Stenographic Class

As Head of the Secretarial/Stenographic Class, the Secretary for Establishments and Organisation also presides over the Secretarial Class Promotions Board which is constituted on the same basis as the General Executive Class Promotions Board referred to under para.7 above. Twelve trainees have just completed at the Training School the course leading to appointment as Confidential Secretary Grade III, and were posted out as potential Confidential Secretaries with effect from 17/9/62, pending the result of the examination taken by them.

12. There are many vacancies in the Confidential Secretary and Stenographer grades, and for this reason, it has been proposed that we should run at least one more Class for Confidential Secretaries-in-training (i.e. for those who have already passed the West African School Certificate) in addition to the one Confidential Secretary training class and one Stenographer training class now running in the School.

13. As a matter of policy, posts of Confidential Secretary Grades III, II and I as well as those of Stenographers are open only to female officers and applicants. In an emergency, and to meet serious shortage, male candidates have been appointed as Stenographers in a few exceptional cases. As a rule, no direct appointments are made to the post of Confidential Secretary Grade II or Grade I, these posts being reserved for filling by promotion from the lower grades.

14. Administrative Class

As you know, the Secretary for Establishments and Organisation is responsible for the preparation of the agenda (with the approval of the Head of the Service) of the Administrative Staff Committee - see para. 26 of Notes by Mr. Scanlon at p. 81 of file E. 2023.

15. Your special attention is invited to the provisions of Treasury Circular 2/1961 and subsequent Circular Letters relating to promotion to the "Principal" Grade - Administrative Officer Class III. You will observe that in accordance with the provision of Circular Letter No. E. 2085/396 of the 27th October, 1961, promotions to the "Principal" Grade now take place twice a year, i.e. on 1st January and 1st July. The recommendations for the promotions to be effective from 1st January 1963 are expected to reach the Secretary, Public Service Commission by October 1962. Please see file E. 79 in connection with this exercise.

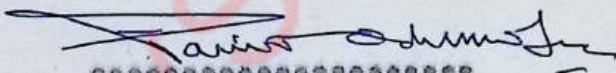
16. I also invite your special attention to the schedule at p. 37A of file E. 79 in respect of officers with pre-appointment or pre-transfer experience acceptable under the rules for purpose of eligibility for promotion to the "Principal" Grade in the Administrative Class. Each member of the Administrative Staff Committee was given a copy of this schedule sometime ago. It will be your duty to have this matter included in the agenda of the Administrative Staff Committee as early as possible.

17. I have handed over to you the following:-

- (a) Key 35009 to the Steel Cabinet
- (b) Spare key of office
- (c) Copies No. 826, 827 and 853 of Security Instructions (Nigeria)
- (d) Copy No. 95 in connection with unlawful assemblies and riots
- (e) One official brief case.

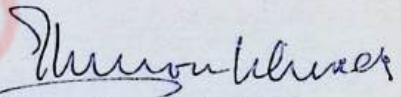
Officer handing over

Date: 8/10/62


.....
P. T. Odumosu

Officer taking over

Date: 8/10/62


.....
J. E. Imoukhuede

Distribution:

Mr. Imoukhuede	- 1 copy
Mr. Odumosu	- 1 "
Ag. H.S.	- 1 " ✓
File	- 1 "

H.S.
p 29-34 sub'd, pl
10/10
CONFIDENTIAL REGISTRAR

W
p.a.
12ms
16/10/62



MINISTRY OF ESTABLISHMENTS AND TRAINING

.....DIVISION

PRIVATE MAIL BAG NO. 5001 · IBADAN · WESTERN NIGERIA

Your Ref. No.....

All communications on this matter
should be addressed to the Permanent
Secretary quoting

Our Ref. No.....E.2023/109..

CONFIDENTIALDate.....14th August, 1967.

The Secretary to the Military Government
and Head of Service,
Office of the Military Governor,
IBADAN.

Handing-over Notes

I forward herewith copy of my Handing-over Notes
to Mr. A. O. Adebayo.

S. O. Asabia
(S. O. Asabia)
Permanent Secretary.

CONFIDENTIAL

P. A.
—

MINISTRY OF ESTABLISHMENTS AND TRAINING

HANDING-OVER NOTES FROM MR. S.O. ASABIA
TO MR. A. O. ADEBAYO

For a descriptive analysis of the functions of the Ministry, I would refer you to Mr. Scanlan's notes to Mr. Odumosu at pages 72 - 93 in File 2023. The notes give a clear and concise picture of various aspects of the responsibilities of each of the five Divisions of the Ministry and I do not think that I can improve on the presentation given therein by Mr. Scanlan.

2. I think it will be useful however for me to pass on to you brief notes on items of unfinished business in each of the Divisions.

(i) Management Services Division

- (a) I have not had a Head of Division in this position for several months, and have had to make do with young and inexperienced officers. However, Mr. S.O. Kolawole, is due to take-over in an acting capacity in about a fortnight. Because of the relative neglect of the past 2 - 3 months, I suspect that there would be quite a number of outstanding business in the Division. There would be papers which have been dealt with after a fashion by officers who although were doing their best, cannot be expected to have done a marvellous job; I would suggest therefore that you take a hard look at the Division as soon as you settle down so as to put it back on a proper footing.
- (b) There are problems relating to the new working hours which will come up for determination during the next few weeks. For example a number of Ministries e.g. Agriculture, Education,

Health, Judicial Department etc., have written to say that owing to the peculiar circumstances of their Departments, they would require certain variations in the hours notified recently. We have replied saying that there will be no objection in principle to reasonable variations in hours provided that a full 40-hour week is worked by all civil servants and that the lunch hour is clearly separated from the hours actually spent at work. You will find as in the case of the Judicial Department that the Department will try to get off with doing less than 40 hours a week if they possibly can, but you will have to resist this as the Whitley Councils will be watching to see what concessions are being made in the so-called special cases.

- (c) The principles governing payment of overtime to certain grades of officers is being re-examined in the light of the new working hours and the Head of the Division has been asked to submit a brief to you in this regard. It will be necessary to prod Mr. Kolawole as the issue is liable to be overlooked.
- (d) The Canteen Committee is made up of representatives of the three Whitley Councils. They are apt to be rather extravagant in their demands. It will be necessary therefore to instruct the Secretary of the Committee who is a member of your staff, to take care not to commit the Ministry until you have had a chance to look into all proposals and to obtain clearance from the right quarters. You will also want to bear in mind that Government will not accept financial obligations of any kind beyond the provision of physical facilities and stewards(13)

- (e) The Whitley Councils have been in a rather belligerent mood lately partly because of the non-implementation of the Elwood Commission Report and also because a good section of members of the Councils is not altogether happy about the new working hours. You will have to handle them firmly but gingerly as they are apt to get out of hand. You will need all the power of persuasion, tolerance and firmness to deal with the Vice-Chairmen of all the three Councils. They have all been in this game for several years and I would not put it past them to try to take advantage. The M.S. Division will have to be reminded constantly not to overlook meetings of the three Whitley Councils at quarterly intervals as laid down under the Constitution. I am afraid we have been rather slack of late, but I promised at the last joint meeting of the Councils that meetings will be held more regularly.
- (f) A new edition of the Staff List is in the course of preparation; we have been at it for several months and unless you put your foot down, nothing much will happen for another month or so. All the materials have been assembled and all that needs to be done is to get the Government Printer to publish.
- (g) Graphic Artists and Laboratory Technicians in all Departments have been agitating for sometime for a merger in the hope that this will improve service conditions in the two cadres through a pooling system. I am myself not opposed to the proposal in principle and I hope that it may be possible to effect necessary changes with effect from April of next year.

- (h) Mr. H. A. Ojerinola of the Administrative Research Group is working on a new edition of the General Orders. Mr. F. D. McGrath has taken a lively interest in this and has been supervising Mr. Ojerinola on the job; all that is required is to bring all recent amendments together and to produce a new edition of the General Orders on that basis. It is of course possible that proposals will be made for fundamental changes of one kind or another; in that event, it will be necessary to proceed by way of a Cabinet Memorandum following due consultation with the other Governments of the Federation.
- (i) Two members of the Division are due to join the Diploma Course at the Institute of Administration in October and it will be necessary for you to find replacements.
- (j) I have deliberately refrained from dealing with fresh recommendations from the Departments for policy changes with regard to the granting of motor vehicle advance and allowance. I am afraid there are so many applications on our hands that one could hardly avoid coming to the conclusion that the matter has become something of a racket in the Departments. I have learnt from experience that any concession to a particular Department invariably provokes a flood of demands from other Departments. It is for this reason that I have decided that a comprehensive Memorandum on the subject should be submitted to the Cabinet. The Memorandum is already written and is at present being cleared with the Ministry of Finance. You will no doubt wish to get a decision from Cabinet on the fundamental issues raised in the Memorandum before you get involved in dealing with new or any of the old ^{requests} ~~ones~~.

(11) Centrally Deployed Class and Pensions Division

- (a) We are in the process of recruiting new staff into the General Executive Class and a Selection Board meeting has tentatively been fixed for some time towards the end of August.
- (b) A number of serving officers have been itching for sometime to get into the General Executive Class. You will have to proceed very carefully here bearing in mind the provisions of the relevant circulars and the extremely small number of vacancies in the Class. The staff situation in the Class as a whole and trained manpower in the State are such that we can afford to raise entry standards substantially. In the circumstance, it is my opinion that we should not make gratuitous offers to borderline candidates; there are plenty of qualified people outside the Public Service who are anxious to secure employment and who, to all intents and purposes, are far better equipped than the vast majority of serving officers who are trying to get in. I must explain that the serving officers I have in mind are not those in the clerical grades who, by virtue of the Scheme of Service, have a recognised channel and a quota for entry into the General Executive Class.
- (c) Several officers are due to retire around the middle of 1968. The Pensions Division has been warned to ensure that retirement papers are prepared and laid before His Excellency in sufficient time to enable retiring officers to collect their benefits without undue delay.
- (d) With the excision of the Colony Province from the West, we have entered into consultation with the Lagos Authorities regarding pension

liabilities of the staff who will be transferred to the Lagos State. Details are available in the file and I will urge, as we did in the case of the Mid-West, that we stand firmly by the principles enunciated and to which officials of the Lagos State have agreed informally.

- (e) The Secretary to the Military Government and Head of Service will rely on you to bring to his notice, matters relating to the management of the Administrative Class and to advise him on issues which should be brought to the notice of the Administrative Staff Advisory Committee - postings, promotions, etc.

(iii) Recruitment and Training Division

- (a) We have a fresh class of Confidential Secretaries-in training. Judging by past experience, the girls are not a bad lot, but you will have to come to a decision during the next three weeks as to what should be done about the 15 trainees whose performances at the weeding test was not altogether satisfactory. I have discussed this with you in some detail. I should also like to mention the policy question regarding the future of the Secretarial Wing of the Training School. While in my view the Ministry of Establishments and Training should withdraw from the training on basic skills for Secretaries, as soon as the supply situation in the open market is such as to guarantee a reasonable flow of competent Secretaries to Government as well as to the private sector, this by itself would not be a valid reason for closing down the Secretarial Wing of the School or for "handing-over" to the

Ministry of Education. I have explained on several occasions and you will find plenty of records in our files, why we indeed will have nothing to "hand-over" to the Ministry of Education. What the Ministry is required to do is to show by actual performance that the Technical College in Ibadan can produce competent Secretaries in sufficient numbers. In any event, the Secretarial Wing of the Training School will in my view, continue to be needed for induction courses and refresher courses for serving officers. We would naturally be willing to co-operate with the Ministry of Education by way of sharing staff and other facilities should this be required.

- (b) The Training School as a whole needs watching. Carefully prepared training programmes have a habit of running aground or getting out of date, unless they are constantly renewed. This means that the Training Officer and the S.A.S.(R.&T.) must be somewhat aggressive in pushing new ideas and being creative generally. This they can do by keeping in very close touch with the Ministries in order to identify their needs. We already have a Standing Committee to advise you on these matters and I would suggest that you take time out occasionally to meet the Committee. I think you will also find that it is desirable that the teaching staff in the Training School should be changed round every three years or so, unless particular individuals show great enthusiasm and creativity. The vast majority of staff go to seed after a period of two - three years and rely on the same old lecture notes, which to all intents and purposes, have ceased to mean anything to the teacher or to trainees.

- (c) We have a pretty good set-up for administering training programmes for all Departments, but I suggest you check occasionally on the card index system which the R. & T. Division is supposed to keep. You will find that the Ministries of Agriculture and Natural Resources, Works and Transport and Health have large contingents of trainees abroad; but they are by no means satisfied. It is necessary to control the flow of trainees and the subject of study as these will ultimately reflect on the regular establishment in future.
- (d) You will wish to ensure that the training scheme prepared for Accountants and Auditors commences at the earliest opportunity. We have already gone a long way in consulting the Departments and the Institute of Administration. The one bone of contention is that the Audit Department and the Accountant-General's Office would want to cash in on the third phase of the programme, which is a nine-months course at the Institute of Administration, for the purpose of securing Scale A grading for their men. In my opinion, there are excellent reasons for standing firmly against any such move, you will find relevant material in the records. All the same, training at the three levels proposed ought to go ahead with all deliberate speed since it is patent that one reason for the numerous Audit queries and the relative inefficiency in the accounting system, is that very few of those serving in these posts have professional training of any kind.

Both the Audit and the Accountant-General's Departments argue from time to time that the reason for their not doing as well as they should is because they do not have enough staff. I have always held the view that the real reason is because such staff as they have is not as competent as they might be and this is precisely because they are untrained. The complexity of Government business with particular reference to financial transactions demands clearly that we should aim at raising a corp of professionally qualified Accountants and Auditors so that we would be equipped to deal with financial transactions in the private sector.

- (e) We have a new system for dealing with vacation employment. I suggest you take a look at the relevant files, but you will not need to bother about this until sometime in January of next year when you will call for vacation projects from the Departments.
- (f) There is a ban on the recruitment of certain classes of Indians and Pakistanis. But the Ministry of Works and Transport and the Ministry of Health have recently turned their gaze to the Philippines and other out-landish places in the underdeveloped world! It will be necessary to keep an eye on this sort of thing if we are to be logical and consistent in the matter of recruiting competent personnel. You might ask the Head of Division to show you records concerning one Dr. Labitoria (a Philippino) in the Ministry of Health.
- (g) You will want to bear in mind that training proposals for members of the Administrative

Class should be cleared with the Secretary to the Military Government and Head of Service.

(iv) Establishments Division

- (a) There is an elaborate machinery for consultation between the Governments. The Head of Division will fill you in on details, you will also find Mr. Scanlan's notes useful. However, owing to the political situation in the country, the National Council on Establishments has not met for some time and although we continue to clear papers with the other Governments, (we are obliged to use Kaduna to cover all six States in the North and we have no means of reaching the East and the Mid-West) we have found it necessary to give a time limit of two weeks within which we should be notified of the reactions of the other Governments to any proposals for variations in working conditions, such as Scheme of Service, hours of work, grading, etc.
- (b) The Call Circular for Establishments Proposals for 1968-69 issued about a week ago. Quite apart from the normal considerations for determining establishment strength in the Departments, the keynote this year is to effect a general reduction in establishment strength all round to reflect the excision of the former Colony Province from the West. We already have returns of some kind from the Departments, but you will want to vet the headquarter establishments as well.
- (c) There is a ban on the regrading of posts generally pending the implementation of the

Elwood Report; again, owing to the political situation in the country, consideration of the Elwood Report by the Governments of the Federation is in abeyance; but you will find that the Whitley Councils will persist in their demand that something should be done. My advice is that you keep in touch with Lages with a view to persuading them to initiate a meeting of the N.C.E. as soon as practicable.

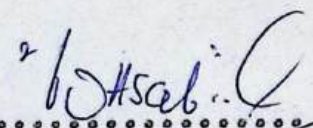
(v) Organisation, Methods & Complementing Division

(a) The Division has two or three important assignments in hand at the moment, namely, Agriculture, Health and Local Government. I have been a little worried of late about the amount of time which it takes to get the Division to produce results. Part of the explanation for this has been the staff situation which is by no means peculiar to the Division. It is my opinion that a change of posting will do the Head of Division a lot of good. In any event, it is most desirable that a suitable Class II officer should be identified quickly, as a possible successor to the present Head of Division who has been in the same job for about 10 years.

(b) You will find that the Ministry of Agriculture and Natural Resources, the Ministry of Health and, to a certain extent, the Ministry of Works and Transport between them constitute the most difficult Departments to manage in terms of establishment control. The Ministry of Agriculture and Natural Resources in particular seems bent on building a large empire, and in spite of the phenomenal growth in staff during the past four years, they are still talking in terms of recruiting some 200 additional Agricultural Officers, Scale A!

In my view, there is a serious danger that unless Government is very firm, the Ministry of Agriculture will become another Ministry of Education on our hands, in terms of the burden of recurrent expenditure. The O. & M. Report mentioned in sub-paragraph 2(a) above should assist you somewhat in sorting things out. and I would suggest that the Report should be dealt with before the Establishment Proposals for 1968/69 are considered. I suspect that the Ministry of Agriculture and Natural Resources, in its present form, is far too large and complex as a unit of administration, ^{and the} proliferation of departmental schools of all kinds require urgent attention. As for the Ministry of Health, although recent reforms in its organisation are acceptable by and large to the staff of the Ministry, there are certain aspects of the new arrangements which will require close scrutiny and only an O. & M. Report can bring this out clearly. All the three Ministries mentioned above will need to be watched closely with regard to the management of temporary staff. Hereagain, an O. & M. Report should prove helpful.

Officer handing over
14th August, 1967.


.....
(S. O. Asabia)

Officer taking over
14th August, 1967.


.....
(A. O. Adebayo)

NOTE:Establishments Division

I must not forget to tell you that the Ministry of Finance has warned that anticipated savings from staff turn-over in each Department, must be realised during the year. Indeed, it was suggested at ~~the~~ Cabinet level recently that a complete ban might be placed on the filling of vacancies; we, somehow managed to stave this off. From the foregoing, you will recognise the need to maintain ~~a~~ firm control on the filling of posts generally. I have worked ^{out} a rough formula with the Establishments Division in such a way that while the filling of promotion posts will not be affected, approval for the filling of all other posts will only be given in exceptional cases. I must also mention that we have in hand a scheme for dealing with displaced persons of Western State origin; the Head of Division will let you have details.

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by ~~297-204~~ submitted pl.

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TELEPHONE: IBADAN 21011/

TELEGRAMS: PERMESTABS

MINISTRY OF ESTABLISHMENTS AND TRAINING

.....DIVISION

PRIVATE MAIL BAG No. 5001 · IBADAN · WESTERN NIGERIA

Your Ref. No.....

All communications on this matter
should be addressed to the Permanent
Secretary quoting

Our Ref. No. E.2023/129

HS. 22/S2

Date 18th March, 1968.

Secretary to the Military Government
and Head of Service,
Office of the Military Governor,
Ibadan.



Handing Over Notes

Indd.

I forward herewith attached, a copy of the Handing
Over Notes which I have prepared for Chief O. Thomas.

(A. O. Adebayo)
Permanent Secretary

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ARCHIVES

Ministry of Establishments & Training

Handing-Over Notes from Mr. A. O. Adebayo
to Chief O. Thomas

There has not been much drastic or fundamental changes since I took over in this Ministry from Mr. Asabia about eight months ago. I will accordingly commend to you the handing-over notes prepared by Mr. Asabia which is at page 110 of File E.2023.

2. These notes will be mainly concerned with certain matters in progress or developments which have taken place since I got to this Ministry. I shall discuss these under each Division.

(1) Establishments Division

- (a) We have now, by and large, completed the exercise on Advance Proposals from various Ministries and Department and we have indicated our views to them. The Ministry of Finance must now be collating the estimates and you will be required, I presume, to attend at the Treasury Board meetings where the Departments will, I think, challenge or appeal against the decision of this Ministry on their establishment.
- (b) There are some very urgent outstanding action on schemes of service for certain posts in the Ministry of Health and the Ministry of Agriculture & Natural Resources. In the Ministry of Health in particular, finalisation of action on schemes of service for Medical Officer grades and Pharmacists have become extremely urgent and I suggest that you give it the earliest attention.
- (c) The Permanent Secretary Ministry of Finance gave me some schedules a few days ago which I have passed on to Mr. Adisa with instructions based on advice received from the Ministry of Finance. This is to the effect that all vacancies should be frozen with effect from the 1st of April except vacancies arising from officers retiring from existing posts and vacancies arising from promotions.

(ii) Management Services Division

- (a) You will wish to see the notes prepared by Mr. Asabia on this Division. We have now published a new edition of the Staff List and I discovered quite a number of errors in the list. You will wish to ensure that in preparing the next list the errors discovered in the present one are amended.
- (b) Action has been taken to merge all the Graphic Artists in the Public Service. You will wish to see the relevant file on this. I find however that the members of this cadre are not altogether happy about the present situation because they believe that their interests are not being sufficiently looked after under the present set up in the Ministry of Home Affairs & Information. I have been giving some thought to the possibility of having a head of class for this group of officers just as the Permanent Secretary, Ministry of Establishments & Training is head of class for certain centrally deployed classes of officers. You too may wish to examine this matter further if such a course of action will assure the Graphic Artists that their interests are under constant surveillance.

(c) Revision of General Orders

I invite your attention to File AD4/32 in which Mr. McGrath has recently written to discuss the present situation with regard to the assignment given to him and Mr. H. A. Ojerinola on the revision of the General Orders. I have sent a minute in this file to Secretary to the Military Government on the matter and you may wish to pursue the matter further.

(iii) Centrally Deployed Class and Pensions Division

- (a) This Division was without a Senior Assistant Secretary for a number of weeks after Mrs. Olawoye transferred to Lagos. There has therefore been a considerable backlog of work in this Division and you will need to keep

an eye on it for some time to come.

- (b) We have recently completed the exercise of recommending to the Public Service Commission serving officers for promotion to the Executive Officer Grade. Of the 77 officers who took the W.A.E.C. Aptitude Test, 62 who scored over 40% in the test were interviewed by the Selection Board and 14 of these have been firmly recommended for promotion.
- (c) There is at the moment acute shortage of both Administrative Officers and Executive Officers in the Service and we have been unable to replace certain officers posted away from some Ministries. The position will slightly improve with regard to the Administrative Class when the present batch now in the Institute of Administration complete their course some time in August this year. With regard to Executive Officers, you will need to press the Public Service Commission to take an early decision on the recommendations for promotion discussed above to enable certain present vacancies to be filled. The position is not much brighter with regard to Confidential Secretaries. With the Assets Tribunal and the Piper Commission and a few other Commissions in progress at the same time, a considerable number of Confidential Secretaries have been tied up on these assignments and it has been difficult to service the Departments in a manner that one would have liked to see. The position will slightly improve when the present batch of trainees at the Training School complete their course and are due to be posted around September this year. The urgent postings required to be made for Confidential Secretaries are for Justice Ademola - a matter on which the Chief Registrar has already sent in a letter and also a Confidential Secretary or Stenographer for Mr. Ladimeji who is working on the Piper Commission.

(iv) Recruitment and Training Division

- (a) The Confidential Secretaries-in-training at the Training School have just commenced the second leg of their training last week. About 8 of the students who did very badly in the first half of the course have had to be dropped but a decision has been taken that they should be fixed up in various departments as Clerical Officers, etc.
- (b) I invite your attention to the file on the Treasury Training School in which there are proposals for transferring the basic training to the Technical College, Ibadan. No final decision has yet been reached and you will wish to pursue this matter.
- (c) We have recently made an approach to the Ford Foundation for technical assistance with regard to various aspects of our training programme and you will also wish to see the file.

(v) Organisation, Methods and Complementing Division

- (a) Here, I think Mr. Ademosu is doing quite a fine job of work. It is obvious, however, that he cannot be kept there perpetually and indefinitely. Serious thought should therefore be given to deciding on a substantive assistant who, with requisite training and experience, can take over from him in due course. The Division has on its hands quite a number of assignments in spotlighting staff problems and organisation and control in various departments on the basis of which both ourselves, the Ministries concerned and quite often, the Ministry of Finance, reach certain logical conclusions. You will wish Mr. Ademosu to brief you personally on these assignments.

(vi) I would like specially to invite your attention to the following matters:-

(1) Administrative Staff Advisory Committee

The Permanent Secretary Ministry of Establishments & Training is a member and also Secretary of this Committee.

Please see File E 144 which I have always kept with me. The file on the posting of Administrative Officers is also relevant. You will advise Secretary to the Military Government as and when you consider that it becomes necessary to hold the meeting of the Committee to consider postings or promotions as the case may be. Often S.M.G. himself will inform you about summoning meetings of the Committee.

(2) Executive Council

The Permanent Secretary Ministry of Establishments and Training is a member of the Executive Council.

You will receive Exco. papers.

(vii) Ministry of Trade & Industry Draft Estimates for 1968/69

Please see File ED1/354 in which I addressed a letter at p. 51 thereof to the Permanent Secretary Ministry of Economic Planning & Social Development and Permanent Secretary Ministry of Trade & Industry following directives from His Excellency the Military Governor. The report of the Committee set up on the subject of my letter is ready and you will find copies of the report at back cover of this file. The matter is extremely urgent and I would advise that you attend to it immediately because the Ministry of Trade & Industry will present the subject when their draft estimates is to be considered by the Treasury Board this week. As a matter of fact, I would suggest that you attend to it today.

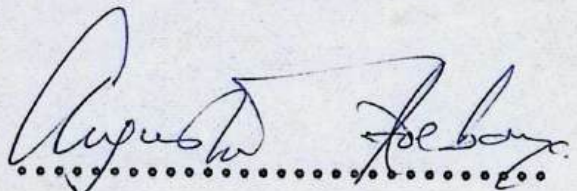
(viii) Creation of Lagos State

As you are aware, there is a Working Party of Officials comprising of officials of the Western State and of the Lagos State. I have been a member of the Western delegation and I intend to seek His Excellency's wish as to whether I should now be replaced by you as a member of the delegation. The most urgent assignment on hand in connection with this Committee is that approval

has been given by the Government of both sides that all officials now serving in the former Colony Province will be regarded as being on secondment from the 1st of April, 1968 for a period of six months. To this end, the officials of the Lagos State has requested at our meeting in Lagos last week, that we should assist in getting all Ministries and Departments to forward the Last Pay Certificates and also the Pay Sheets of their Departments to Lagos State before the end of this week. You will therefore wish to issue a Circular bringing it to the notice of all Ministries and Departments that it has been decided that all officers now serving in the former Colony Province should be regarded as being on secondment to the Lagos State with effect from the 1st of April, 1968, for a period of six months, and that to enable payments of salaries etc to be made by the Lagos State, all Ministries and Departments should forward the Last Pay Certificates of all their officers serving in the former Colony Province together with the Pay Sheets to you with utmost urgency so as to enable you to forward these to Lagos by the end of the week.

Officer handing over

18 March, 1968.



(A. O. Adebayo)

Officer taking over

18 March, 1968.



(O. Thomas)

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TELEPHONE: IBADAN 21011/355
24268

TELEGRAMS: PERMESTABS

MINISTRY OF ESTABLISHMENTS AND TRAINING
PRIVATE MAIL BAG No. 5001 · IBADAN · WESTERN STATE OF NIGERIA

Your Ref. No.....
All communications on this matter
should be addressed to the Permanent
Secretary quoting E.2023/153
Our Ref. No.....

CONFIDENTIAL

7th February, 1969.
Date.....

Secretary to the Military Government
and Head of Service,
Office of the Military Governor,
IBADAN.



Handing Over Notes

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P58-74
I am forwarding as enclosed copy of my
Handing Over Notes to Mr. M. A. Ademosu for your
information.

(O. THOMAS),
Permanent Secretary.

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has been given by the Government of both sides that all officials now serving in the former Colony Province will be regarded as being on secondment from the 1st of April, 1968 for a period of six months. To this end, the officials of the Lagos State has requested at our meeting in Lagos last week, that we should assist in getting all Ministries and Departments to forward the Last Pay Certificates and also the Pay Sheets of their Departments to Lagos State before the end of this week. You will therefore wish to issue a Circular bringing it to the notice of all Ministries and Departments that it has been decided that all officers now serving in the former Colony Province should be regarded as being on secondment to the Lagos State with effect from the 1st of April, 1968, for a period of six months, and that to enable payments of salaries etc to be made by the Lagos State, all Ministries and Departments should forward the Last Pay Certificates of all their officers serving in the former Colony Province together with the Pay Sheets to you with utmost urgency so as to enable you to forward these to Lagos by the end of the week.

Officer handing over

18 March, 1968.

Augustine Adebayo
.....

(A. O. Adebayo)

Officer taking over

18 March, 1968.

O. Thomas
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(O. Thomas)

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Ministry of Establishments and Training

Handing Over Notes

From O. Thomas

To Mr. M. A. Ademosu

There has been no material change in the organisation of the Ministry, a descriptive account of which has been adequately provided in the Notes which you will find enclosed at pp.92-93 of file E.2023. It will therefore be sufficient to limit the scope of this Report to the current performances of the various Divisions as well as to the manner by which Service matters may be further improved wherever necessary.

I. O & M Division:

Demand for O & M services is becoming substantially overbearing to an extent which calls for an early readjustment of staff within the Division. Considerable amount of work pertaining to job evaluation and other ancilliary manpower problems have been accomplished during the current financial year as could be seen from appropriate records in the Division. In particular, I would wish to compliment the Division for the comprehensive survey completed on the Ministry of Agriculture and Natural Resources. The extent of scrutiny in the course of the exercise regarding job evaluation in the Ministry of Agriculture has been amazing and the various recommendations are now in the process of implementation following consultations recently held with the Permanent Secretary of the Ministry.

Statutory Corporations have equally stood to benefit from the research services of the Division and very recently a survey of the entire operations of the Agricultural Credit Corporation was accomplished bringing to focus problems such as redundancy, manpower needs and job evaluation. The Division is currently engaged on a similar exercise in regard to the operations of the Western Nigeria Development Corporation. The O & M Division, notwithstanding its shortcomings arising from inadequate staffing, has, to my entire satisfaction met

in a most commendable manner the challenge imposed persistently by the voluminous demands of Ministries and other Government functionaries. It is, however, important to give close study to an important aspect of its duty in regard to the necessary follow-up action which invariably is bound to be at a stalemate unless positive step could now be taken to improve the existing staff position. Exercises which are tied up with problems of ^{job} evaluation and manpower assessment are bound to suffer from waste and dissipation, if action is not pursued to ensure that recommendations arising from time-consuming research are being implemented. I have therefore had it under consideration to have a system organised solely devoted to periodical review of surveys and an assessment of the degree of implementation at all levels. In other words, the sense of direction towards the assessment of results following implementation of studies should now be positively sustained and geared into full activity. It follows that the requirements as to staffing must now be expeditiously resolved. Coupled with this is the relatively important issue of finding an adequately suitable alternative to the headship of the Division bearing in mind the comparative seniority of the present holder and the immediate prospects of his being assigned higher responsibilities elsewhere. Both Mr. Ademosu, the present head of the Division and I have been examining the position which should now be resolved in consultation with the Head of Service. The attitude of Ministries and Government functionaries to O & M recommendations tends towards the adoption of a negative option, a tendency which I personally find to be most demoralizing considering the amount of effort and research usually put into O & M investigations. The policy pertaining to O & M assignments must now be properly streamlined in a manner as should make it obliging on Ministries and Government functionaries to comply with the findings of the Division subject, of course, to regular consultations with

this Ministry from time to time. It is my view that a clear-cut policy of this kind will help substantially to remove the present frustration arising from apparent disregard of specialised studies and investigations as and when it suits the affected Ministries.

II. Establishments Division:

The Division is headed by Mr. Ajobo and is currently involved in two major assignments as follows:-

- (a) The Advance Proposals 1969/70 and
- (b) The Elwood Report.

(a) Advance Proposals 1969/70: The exercise is virtually moving towards an end. I should mention that consultations at all levels have been held with Ministries concerned in an attempt to ensure a measure of agreement on all decisions reached. The policy I have so far pursued is to seek an agreed decision by way of mutual confidence no matter the degree of divergence as between our own views in this Ministry and those of the affected Ministries. We have thus been able to maintain appreciably high degree of unanimity on the aggregate needs of Ministries by regular consultations preferably in the forum of discussions usually arranged at my level as often as occasions demand. It is important, while on the issue pertaining to Advance Proposals, to observe that the following Ministries will be required to proceed on reorganisation in a manner which tended to call for the re-structuring of certain posts and services. Proposals in this regard have been carefully examined with a view to conforming to the principles of curtailing wasteful expenditure and at the same time enhancing the productivity of the service. The Ministry of Health is to be reorganised to promote a pattern of eight zonal medical administration within the State. The Ministry of Agriculture and Natural Resources will similarly readjust its staff compliments and operations to conform to the recommendations which emerged from the recent

O & M surveys. The Ministry of Economic Planning and Social Development will embark on proposals aimed at strengthening the integration of Home Economic Services throughout the State within its Social Development Division. Proposals pertaining to the reorganisation of these Ministries have already been reviewed and cleared by this Ministry. I commend them to your study at the earliest opportunity.

(b) Elwood Report: A review of Elwood Report was concluded at the NCE meeting recently held in Lagos from the 21st to the 23rd of January this year and a white paper is soon to issue by the NCE Secretariat for consideration at the meeting of the Commissioners responsible for Establishment matters holding on the 12th of February this year. A meeting of the NCE at the official level has been arranged for the 10th of February to consider any possible amendment to the white paper. The Senior Assistant Secretary (Establishments) will be preparing a short brief on the basic issues discussed at the last meeting. A similar brief on an earlier meeting held to consider part of the Report has been prepared and submitted to the Commissioner for Establishments for his information. The Commissioner for Establishments is currently on duty tour outside the country. It is therefore necessary to get whoever is acting for him adequately briefed on all the issues involved. Fortunately, work at the official level has been concluded on a greater part of the report excepting for the issues discussed at the last meeting. It will now be necessary to prepare a consolidated report for discussion with whoever will be representing the Commissioner since it is most unlikely that the Commissioner will return from his present assignment in Pakistan by the time scheduled for the meeting. A more realistic approach in my view will be to hold prior discussions with the various Ministries on issues pertaining to their respective establishments and thereafter approach Cabinet with specific recommendations

regarding the stand of the Western State Government. Unfortunately, it does not appear that time is in our favour for this kind of arrangement and you may therefore wish to consider holding a brief consultation with the Head of Service. It is important to get a clear thinking on the Government side, and for this reason, I propose a meeting should be arranged between His Excellency the Military Governor and the Commissioner for Establishments following your discussion with the Head of Service. Because of the rather explosive implications it is extremely necessary that you should get all papers on Elwood closely guarded applying the utmost security precautions. For the same reason it has been agreed that State Governments should refrain from taking any establishment action likely to be prejudicial either to the discussions so far held or to any of the recommendations contained in the Report. It follows that on this ground prior consultations should continue to be held with the NCE Secretariat in Lagos on all issues where establishment proposals are likely to be at variance with the structure proposed by Elwood.

(c) Frozen Vacancies: All newly created posts remain frozen in accordance with the directives of His Excellency the Military Governor. In exceptional cases, however, involving expansion of services approved by the Cabinet such as in the case of Cottage Hospitals, establishment of new judicial divisions and high courts, etc. Sympathetic consideration may have to be given ^{to} the filling of vacancies arising from newly created posts as otherwise the services required of the new establishments cannot be expected to operate. In all such cases, where it is considered necessary to fill newly created posts, formal approval of the Commissioner for Establishments must always be obtained.

(d) Lagos State: Advisory Committee on the Sharing of Assets

A committee comprising of representatives of the Lagos State Government and the Western State Government is currently functioning on terms of reference aimed at providing an

agreed basis for the sharing of services and assets following the creation of the Lagos State. The representatives of the Western State Government on the Committee comprise the Attorney-General; the Permanent Secretary, Ministry of Finance; the Permanent Secretary, Ministry of Local Government and Chieftaincy Affairs; the Permanent Secretary, Ministry of Establishments and Training and the Acting Chief Lands Officer in the Ministry of Lands and Housing. The Committee is on the last phase of its activities and its next meeting is scheduled to take place in Ibadan on the 10th of February. I suggest you refer to file E.134/1 in which are enclosed papers pertaining to the deliberations of the Committee. The Attorney-General, Western State is the Chairman of the Committee and in so far as matters relating to interchange of staff is concerned you are responsible for initiating as well as for executing action on all decisions reached by the Committee. The interchange of staff which has been going on for a while should now be brought to a close and S.A.S.(E) has on my instruction issued directives to this effect.

III. Management Services Division:

The Division is headed by Mr. E. A. Ogunleye, Administrative Officer Class II, under whose administration an appreciable progress is continually being made. Apart from the duties pertaining to staff disposition within the Ministry, the Division is generally responsible for staff matters as they affect other Ministries as well. In this regard, you will find a definition of the area in which the Division operates in the schedule of duty enclosed in file AD.3/58T. Matters on which action is urgently required may be summarised as follows:

(a) Whitley Councils: It has been agreed to hold regular meetings of the three Whitley Councils once in every three months. This arrangement should now be recognised as a

policy directive following H.E.'s assurance to the representative meeting of the Whitley Council which took place in the Cabinet Chambers on Tuesday the 28th of January, this year. I commend for your perusal the minutes of the meeting which you will find enclosed in the relevant file AD.2/15 dealing with matters relating to the Whitley Councils. The last joint meeting of the Whitley Councils was held in November 1968 and the next meeting is therefore due to be held sometime in February this year. The S.A.S.(MS) will, as usual, arrange for a discussion with you in advance on all outstanding matters affecting the Councils.

(b) Secretariat Staff Canteen: The Staff Canteen situated in the Secretariat campus comes under the administration of this Ministry in respect of which the S.A.S.(MS) is directly responsible. A committee has already been set up comprising of the representatives of the three Whitley Councils to undertake management of the Canteen. An official of the Division is usually in attendance at all Committee meetings. I must here observe that H.E. the Military Governor has repeatedly expressed his concern over the failure of senior officials to make adequate use of the Canteen. You will note, from the minutes of the last meeting of the Permanent Secretaries, the arrangement under consideration whereby Permanent Secretaries will be required to attend the Canteen in rotation. I suggest you discuss final arrangement with the S.A.S.(M.S.) following which the clearance of Head of Service should be obtained. Please refer to file W.2044.

(c) Car Advance and Basic Allowances:

The request for a new addition to the present list of officers eligible for Car Advances and Basic Allowances is generally on the increase, and considering the current policy recently introduced precluding all Government officials excepting Permanent Secretaries from using official vehicles, I feel satisfied that the time is now opportuned for a revised list. In this regard, I have been considering setting up a

small committee of officials comprising representatives of all Ministries for the purpose of reviewing the list in the light of representations already received and thereafter introduce an amended list with the Commissioner for Establishments and Training's prior approval.

(d) Control of Expenditure: As the Accounting Officer of the Ministry, it is imperative for you to maintain adequate control of all items of expenditure. I have introduced a system whereby S.A.S.(MS) is to submit for your information regular returns reflecting current and cumulative expenditure against itemised approved allocations. Please refer to file AD.3/284 for relevant papers. The performances of each allocation should be carefully watched as the ultimate responsibility for avoiding any excesses over approved votes is yours. As the current financial year is running to a close you are advised to review the last Returns so as to be able to see the areas where readjustments are necessary and thereafter issue directives on the deployment of funds as considered necessary.

(e) Fringe Benefits: I have reviewed with the three Whitley Councils the various items that comprise fringe benefits. You will find enclosed in file E.151 a schedule providing comparative summaries of the views of all concerned and the details of all the affected items as they operate in the Federal and in the Western State Public Services. It will be recalled that the subject was discussed briefly at the last meeting of the Supreme Military Council which deferred further consideration indefinitely. In the course of recent discussion with the Permanent Secretary, Federal Ministry of Establishments I gathered the impression that this subject may form part of the agenda for the next meeting of the Federal Supreme Military Council. The Commissioner for Establishments and Training has accordingly been briefed and on the directive of His Excellency the Military Governor

the subject is to be further reviewed at the next meeting of Permanent Secretaries. The S.A.S.(MS) is currently in the process of issuing out the necessary briefs soon after the relevant file has been received back from the Head of Service to whom I have just addressed a minute on the subject. It will be necessary to expedite action as His Excellency the Military Governor is personally anxious to take a decision following his recent meeting with the three Whitley Councils. My view is that we should not act in isolation on this matter but rather get compromise decision as basis for further consideration at the Supreme Military Council

IV. Centrally Deployed and Pensions Division:

The Division is responsible for staff matters as they affect all Centrally Deployed staff viz - the Administrative Staff, the General Executive Class, the Confidential Secretary and Stenographic Class. It also has final responsibility for the co-ordination and preparation of pension papers in respect of the entire staff of the Western State Government. Mr. E. O. Babatunde, Acting Administrative Officer Class II is presently in charge of the Division.

(a) Administrative Class/Administrative Staff Advisory Committee:

The Administrative Staff Advisory Committee has been set up for the purpose of considering matters relating to the disposition and promotion of members of the Administrative Class. It functions in an advisory capacity under the chairmanship of the Secretary to the Military Government and Head of Service. The membership, in addition to the Head of Service comprises of Permanent Secretary (P&A), Permanent Secretary, Ministry of Justice; Permanent Secretary, Ministry of Finance; Permanent Secretary, Ministry of Local Government and Chieftaincy Affairs; Permanent Secretary, Ministry of Establishments and Training and Chief I. O. Dina - Permanent Secretary, Ministry of Economic Planning and Social Development. As Permanent Secretary to the Ministry of Establishments and Training, you are de facto Secretary to the Committee.

In effect you will be required to arrange for the meetings of the Committee on the direction of the Head of Service and to compile notes of discussion as well as to implement final decisions with the concurrence and on the directives of the Head of Service. Papers relating to the deliberations of the meetings will be found enclosed in file E.144.

(b) General Executive Class:

(i) Promotions: You will note from the relevant file that promotions which have fallen into arrears within the last two to three years have now been satisfactorily cleared. It is my suggestion that promotion exercise should be held half yearly in order to avoid the sort of indefensible accumulation of vacancies that have occurred in the past and thereby remove any cause of disaffection that is likely to damage the morale of the members of the Class in future. As you will note from the relevant file, the Public Service Commission in approving my recommendations for promotion decided on an effective date common to all concerned, a decision which is at variance with my recommendations. I am not satisfied that the Public Service Commission's decision in this regard has taken into full account the circumstances of those affected generally having regard to the wide disparity in the dates of their respective substantive appointments prior to their present promotional posts. I have accordingly made a further approach to the Public Service Commission following my interview with the Chairman and you are requested to follow up my last recommendations reviewing the effective dates of promotion in accordance with the seniority of all concerned. File C.25784 is relevant.

(ii) Competitive Examination for the General Executive Class:

I have already submitted recommendations to the P.S.C. seeking approval for my proposal to vary the existing conditions in regard to competitive examination for the General Executive

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Class. You will find my proposals in file E.50443, the substance of which is to accord serving members of the Government an opportunity of repeating the Competitive Interview Test for at least three times without having to be re-examined on the written test as it is ^{the} practice at present. In other words, once a candidate who is a serving officer has passed the written test, he should be allowed a concession of repeated interviews three times before being asked to repeat the whole examination all over. During my prior discussion with the Chairman, there has been a complete agreement on this proposal to the extent that the Chairman would wish similar concession to be extended to those competing for entry into the Administrative Class. I suggest you explore this possibility in consultation with the Head of Service who, as you are aware, is Head of the Administrative Class. My recommendations for concession of repeated interviews for members of General Executive Class will, if approved, have retrospective effect to the date when the last written test was undertaken. I have also recommended to the P.S.C., as you will note from the relevant file C.50443/39 a number of acting appointments in the Executive Officer Cadre. You will appreciate that the existing vacancies are now appreciably high taking into account the resultant vacancies from recent promotions of Executive Officers to the grade of Higher Executive Officers. I will be grateful if you would pursue action as expeditiously as you can on these recommendations.

(c) Secretarial Class:

(i) Promotions: Promotions into the Secretarial Class as recommended by the last Promotion Board presided over by me should now be effected by the P.S.C. Immediate action should be taken to seek P.S.C.'s approval in this regard.

(ii) Male Confidential Secretaries: The current policy precludes the recruitment of males as Confidential Secretaries.

Prior to the introduction of this policy, a limited number of male Confidential Secretaries had already been in the employment of Government, all of whom have now either transferred or are required to transfer to the Official Reporters' Cadre. A good number of the males who could not obtain minimum speed requirements for advancement to a higher grade in the Reporters cadre continue to stagnate in their original grade while their female counterparts enjoy normal promotions to higher grades within the Confidential Secretaries cadre. The anomaly is more glaring in the cadre of Confidential Secretaries Grade II, where for promotional purpose, the relative Scheme of Service does not prescribe the acquirement of a higher skill as provided for in the Scheme of Service pertaining to Official Reporters Grade II. Representations have, however, been made to the P.S.C. seeking a concession whereby male Confidential Secretaries who joined the Service prior to the introduction of the current policy restricting males to the Official Reporters cadre may be allowed to enjoy normal promotions to a higher grade on conditions similar to those under which they were originally recruited as Confidential Secretaries. The P.S.C., as you will note from the relevant file C.50453/6 is agreeable to this proposal and as a result has approved some promotions as well as some acting appointments of male members within the Secretarial Class. I hope you will continue with this arrangement in order to remove any remnant of frustration which has been apparent for some time amongst members of the staff concerned.

(iii) Official Reporters - Scheme of Service: The Scheme of Service for the Official Reporters calls for immediate review in order to regularise the disparity that now exists in regard to both salaries and skill attainments between Official Reporter Grade II and Confidential Secretary Grade II. You will note from the relevant Scheme of Service that whereas for the purpose of advancement to Official Reporter Grade II

the attainment of a higher skill is prescribed, yet the salaries for the two cadres, i.e. Official Reporter Grade II and Confidential Grade II remain at par. My intention is to revise the Official Reporters' Scheme of Service in a manner as will maintain a higher skill attainment but adjust the emolument for the various grades within the cadre upwards so as to provide a compensating reward for the comparatively higher skill attainment required. I will request you to give further consideration to this arrangement in consultation with the Secretariat of the National Council on Establishments.

(iv) Retiring Benefits - Pensions and Gratuity: The long delays in finalising Pension papers for retiring Government officials are now virtually disappearing following the arrangement introduced last year whereby Ministries were given time limit within which to submit particulars of retiring officials. Considerable progress has been achieved in the clearance of arrears as you will note from records and as at date work in this regard is taking a normal course. To ensure continuity of progress, I have instructed the Head of the Division to submit regular returns of all outstanding papers indicating stages of processing and locating areas where action is pending so as to enable me to assess the relative progress and be able to see clearly what matters are yet to be resolved. All Ministries are being asked to submit a year in advance full particulars of officers to be retired with a view to ensuring commencement of early action towards retiring date targets. The goal I am after is to get all pension exercises into full gear so that pension papers can be finalised to make payments possible as from the month when pensions become due. You will need to give special attention to this arrangement in order to avoid any possible relaxation or reversal to the delays of the past.

V. Recruitment and Training Division:

The duties of the Division spread broadly over the organisation of the Secretarial Training School, advisory

services on recruitment into the Western State Public Service and organisation of in-service training programmes. Mr. D. A. Folorunso, Acting Administrative Officer Class II, is at present in charge of the Division.

(a) Secretarial Training School: The last batch of students from the School passed out towards the close of last year and consideration should now be given to the commencement of another course early this year. This should be examined with the background of available vacancies that will accommodate the students on completion of their courses. When recently I reviewed the situation, I found that the vacancy position was rather tight but with a number of newly created posts coming up in the new financial year, I am inclined to feel that a limited number of trainees can safely be accommodated. Before proceeding with the arrangement for the opening of the School, however, the S.A.S.(R & T) should in consultation with the S.A.S.(E) and the S.A.S.(CCP) provide a full briefing on the vacancies likely to be available taking into account -

- (i) the existing vacancies as at date;
- (ii) the number of vacancies required to be earmarked against possible absorption of serving members of the stenographic class who failed their last Confidential Secretary's Test;
- (iii) vacancies resulting from promotion now due to be approved by the P.S.C. as reported earlier in this Note and
- (iv) vacancies likely to arise from newly created posts.

Urgent action will be needed to enable preliminary arrangements to proceed in connection with the selection and recruitment of trainees. It is necessary and desirable to keep the School running particularly as the proposals for its transfer to the Technical College has now been suspended. For the

same reason, I have adopted a moderately liberal attitude towards the creation of new posts of Confidential Secretaries during the current exercise relating to Advance Proposals.

(b) The Chief Instructor: I have had under consideration the relative position of the present Chief Instructor, Mr. Kehinde, in the Service having regard to the present lack of career prospects for the Chief Instructor within the School on the one hand and to his comparative length of service and seniority on the other. Two solutions have occurred to me and these are being examined in great details in the relevant file RT.1/17 on the following basis:-

(i) Upgrading of post of Chief Instructor to Group 8:

I have, in consultation with the S.A.S.(R & T) attempted to make a case for the up-grading of the post of Chief Instructor to Group 8 but ran into the difficulty of being faced with the conflicting situation whereby the Training Officer who is on Group 8 and is in charge of the School will be running the same scale as that proposed for the Chief Instructor.

(ii) Alternatively I am considering transferring Mr. Kehinde to assume duties as S.E.O. so as to afford him a much wider prospect of normal promotion to Group 8 within the General Executive Class. This arrangement appears more acceptable to the Head of Service with whom I recently held consultations. The implications are, however, not very helpful to this Ministry in that we shall be losing a very able man whose image is almost inseparable from the School itself. In any event, I have a duty to proceed as urgently as possible with an arrangement which should restore to Mr. Kehinde the prospects of an early advancement to a higher grade which he eminently deserves. I should be grateful if you would pursue action on the lines indicated above in the relevant file RT.1/17 bringing the Head of Service into the picture.

(c) Recruitment Policy - Administrative Class:

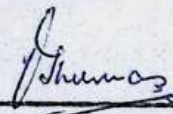
The Head of Service, as you will observe from the minutes exchanged in file RT.1/65, is now agreeable to my representations calling for some relaxation in the educational requirements as laid down for competitive entry into the Administrative Class. The current thinking is to go a little below the present level of Second Class Honours Degree and make all holders of General Degree eligible for competition. I am already at a stage of consulting other Ministries as suggested by the Head of Service and you need to expedite action in view of the difficulty currently facing P.S.C. in the recruitment of staff into the Administrative Class. For the same reason I have directed S.A.S. (R & T) to arrange periodical talks in Universities and other similar institutions of learning explaining fully the extent and nature of employment opportunities in the Government Service and to provide in due course a catalogue of such opportunities and conditions laid down for entry. It is needless to emphasise the need for regular and close liaison with all institutions of learning as a means of attracting right skill and calibre into the Service.

(d) In-service Training: In-service training programmes for 1969/70 fiscal year are due from Ministries and call circulars have already been issued to this effect. Your attention is invited to a copy of this circular in file TR.2/52. A bulk grant is usually provided every year for the purpose of financing in-service training for all Ministries. As soon as the returns of Ministries have been received you will be required to examine the details with a view to determining allocations appropriate for the courses being recommended by Ministries under the scheme. Thereafter, a meeting should be arranged during which each Ministry will be required to review training programmes with you with a view to arriving at an agreed allocation. You have final

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responsibility for both the disbursement as well as the allocation of funds under the In-service Training Scheme. You will need to exercise vigilance in dealing with requests coming from Ministries in order to ensure stability in basic establishment needs of Ministries. From my experience, the Ministries of Agriculture and Natural Resources and of Health are usually involved in extensive training schemes invariably without the full awareness of the effect on the overall structure of its personnel particularly in the professional service. I suggest you arrange a periodical review of staff movement arising from training schemes so as to be able to assess the relative degree of its effect on manpower needs of Ministries.

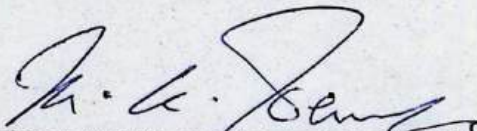
(e) Vacation Jobs: Call Circulars have already been issued requesting Ministries to submit details of vacation projects into which students may be temporarily absorbed during vacation. Vacation jobs have in the past been preserved for University students only. I have, as from last year, extended the privilege to products of Technical Colleges and other similar institutions with quasi-university status.



(O. Thomas),

Officer Handing Over

Date.... 14th February, 1969.



(M. A. Ademosu)

Officer Taking Over.

Date.....

H.S.

Pp 57-74 sub'ded fd.

10/2/69
CR.

13/2

1KIV



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TELEPHONE: IBADAN 21011/355
24268
TELEGRAMS: PERMESTABS

MINISTRY OF ESTABLISHMENTS AND TRAINING
PRIVATE MAIL BAG No. 5001 · IBADAN · WESTERN STATE OF NIGERIA

Your Ref. No.....
All communications on this matter
should be addressed to the Permanent
Secretary quoting
Our Ref. No. E. 2023/179.....

HS 22/S.2

Date...5th...January...1970.

Secretary to the Military Government
and Head of Service,
Office of the Military Governor,
Ibadan.

Handing Over Notes

pages 76-100

ent
I forward herewith a copy of handing-over
notes from Mr. M.A. Ademosu to Mr. F.A.O. Shoga
for your information.

[Signature]
(F.A.O. Shoga)
Permanent Secretary.

[Signature]
6/1/70

[Signature]
6/1/70

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MINISTRY OF ESTABLISHMENTS AND TRAINING
HANDING-OVER NOTES FROM MR. M. A. ADEMOSU
TO MR. F. A. O. SHOGA

Having worked in this Ministry before, you are not entirely in a strange land; but since you have been away for many years and from the country for a year, and having regard to the dynamic changes which had taken place in the various facets of the Ministry's functions since you left, some detailed notes may be necessary to put you in touch with the present situation.

Organisation and Functions

2. As you are no doubt aware, the functions of this Ministry are essentially regulatory. Apart from being embedded in the functions of other Ministries, many of the subject matters being dealt with here cut across the fibres of departmental organisations. I should point out at this juncture that the regulatory functions are not being carried out by this Ministry alone. There are certain powers which are vested in the Head of Service and which touch on matters assigned to this Ministry. Broadly speaking, this Ministry is responsible for the organisation of Ministries, control of departmental establishments, regulation of conditions of service, interpretation and application of the regulations governing these conditions, administration of Centrally Deployed Classes, Recruitment and Training, Wage structure and Schemes of Service. I addressed a minute to the Commissioner for Establishments in May this year (see File 2164/S.1) in which I set out the relationship between this Ministry and the Head of Service. It was necessary to do this in order to correct what appeared to be a seeming impression that the Commissioner was not being allowed to have untrammelled control over the running of the Ministry.

3. The Ministry is organised into 5 Divisions, namely:

- (a) Organisation, Methods and Complementing Division;
- (b) Establishments Division;

- (c) Management Services Division;
- (d) Recruitment and Training Division; and
- (e) Centrally Deployed Classes and Pensions Division.

ORGANISATION. METHODS AND COMPLEMENTING
DIVISION

4. This Division is now made up of two branches - O. & M. Branch and the Staff Inspection and Complementing Branch. The O and M Branch provides advisory services to Heads of Departments on better organisation for the execution of government policies, modernisation of the methods and procedures for carrying out the various functions required for accomplishing departmental objectives, and research into the most effective and cheapest means of performing every part so that maximum results can be achieved with the minimum expenditure of resources.

5. The functions of the Division may be summarised as follows:-

- (i) comprehensive review of departmental organisations in all their ramifications; this includes the examination of the validity of the broad objectives and policies of the departments, organisation analysis, grouping of work, how work is planned and directed, the efficiency of systems and methods used, the effectiveness of the machinery for co-ordination and control, manpower utilisation, man-management system, working conditions, cost control techniques, evaluation of achievements in relation to the set objectives and the cost involved, the patterns of management behaviour, job evaluation, records management, ergonomics, job satisfaction, etc.
- (ii) ad-hoc assignments to solve particular problems
- (iii) study of horizontal problems i.e. problems of common interest to a number of different departments;

- (iv) control over the design and printing of forms throughout the Service;
- (v) advice on office mechanisation and control of office machines and equipment;
- (vi) production of training materials e.g. Manuals;
- (vii) staff development and training programmes.

6. The Staff Inspection Branch on the other hand is a very, very unpopular branch which is often referred to as the "razor gang" - that is, a branch which is all out with a cudgel to cut down staff everywhere; but this is not quite true. The Branch is concerned with effective manpower utilisation and efficiency audit throughout the Service, ensuring that the number of staff in every office reflects the volume of work in the office and that every member of the staff is fully loaded, and also that the gradings of the staff reflect the complexity of the work assigned to them i.e. that officers are not assigned to jobs below the level of their skills and that officers assigned to jobs within the level of their skills are working within the periphery of that level and not below.

7. The present staff in the Division are as follows:

O.M.C.O.

- Mr. Aboaba (held against post)

O. & M. Branch

A.O.M.C.O.

- Mr. J.K. Kolawole (Acting in post)

2 A.S.s

- Mr. Akingbade

1 Vacancy

1 S.E.O.

- Mr. E.O. Okusanya

6 H.E.O.s

- Mr. J.A. Adeniyi

" A. Adeagbo

4 Vacancies

3 E.O.s

- Mr. Duduyemi

2 Vacancies

Staff Inspection Branch

1 A.S.

- Mr. E.V.O. Koleoso

Staff Inspection Branch (Contd.)

3 H.E.O.s - Mr. Fabemi
" Ogungbuyi
" Bakare
4 E.O.s - Mr. Sowemimo
" Ajomale (Acting in post)
2 Vacancies

8. I have recently minuted a file (Establishment Proposals, Ministry of Establishments and Training) to the S.M.G. to court his agreement for the inclusion of one post of S.A.S. and two posts of A.S.s in the complement of the Division for the 1970/71 financial year. With the post of Assistant Organisation Methods and Complementing Officer having been filled, it is now necessary to build up a symmetrical organisation in the Division to be able to retain the services of experienced Admin. Officers in the Division. As of now, there is a big gap between the A.O.M.C.O. and the O.M.C.O. and as such, an easy take-over of the Division is made difficult whenever it is necessary to change the headship. The Asst. Secretaries are required to strengthen the Admin. Class Officers in the Division. More and more Admin. Officers should be injected into the Division as the years roll by while the complement of the G.E.C. staff should remain static. We have discovered from practical experience that the most important aspect of O. & M. job and administrative analysis can be better undertaken by the members of the Admin. Class although there is a member of the G.E.C. in the Division, Mr. Okusanya, who is equally effective but this is a very rare case. By stocking the Division with more Administrative Officers, we shall be keeping in step with the other Governments, notably the Federal Government which is going all out to build up a strong and virile O. & M. organisation. The increase is quite modest. I have always preferred a pragmatic approach in matters relating to the expansion of O. & M.

services rather than take a big leap which may be difficult to control.

9. The Staff Inspection and Complementing Branch of the Division is about to complete a survey of the clerical, typist and messengerial grades throughout the Service. Only the Ministry of Establishments and Training and the Ministry of Finance remain to be covered. Several reports on the exercise have been produced and these have proved very useful in the annual budgetary exercise in areas where staff increases can soar astronomically if they are not kept under strict control. This exercise, like any other staff inspection general review, is like painting the fourth bridge but before another review is due, it is necessary to cover the higher grades as well. The branch will undertake this as soon as the staff situation has improved.

10. The O. & M. Branch has in the past been handicapped by frequent staff movements in and out of the Division. Nonetheless, it continues to make progress. Reports are issued from time to time, the most recent one being on the organisation and staffing of internal audit throughout the Service. The report has been accepted by the Ministry of Finance and ExCo's approval is being sought by the Commissioner for Finance for the implementation of the major recommendations in the report.

11. The Commissioner for Establishments has shown keen interest in O. & M. work. This interest has been stimulated and accentuated by what he saw in the Middle East during his recent visit to that part of the world early this year. He has discussed O. & M. report No. 27 on the comprehensive review of the Ministry of Agriculture and Natural Resources with the Commissioner for Agriculture regarding a number of major recommendations in the report on which no action has been taken so far. He is particularly keen on the Egg

Marketing Scheme aspect of the report. Because of the multifarious urgent and pressing assignments which I have in hand, I have been unable to pursue it as vigorously as I would have liked to.

12. Mr. Aboaba who is currently held against the post of O.M.C.O. is due to leave for the United States next month on a 6-month course in O. & M. practice. Mr. Koleoso, Assistant Secretary and Mr. Adeagbo, Higher Executive Officer of the O. & M. Branch are due to go to the Institute of Administration, University of Ife for preliminary O. & M. training course which would be followed by a more intensive course in U.K. early next year. The training of these officers will slow down temporarily the major task of comprehensive review of departmental organisations but the few staff left will keep the flag flying until they return. There are, however, a number of ad hoc assignments to tackle and these trickle in from time to time.

ESTABLISHMENTS DIVISION

13. The Establishments Division is made up of :-

- 1 S.A.S. - E.A. Ajobo
- 2 A.S.s - Mr. C. B. Tejumola and
" S. A. Sanni
- 1 E.O. - Mrs. T. O. Imam (she is being
posted to another Ministry but
a replacement will be provided)

The Division is responsible for grading of posts, departmental establishments, structure of salaries and wages, matters relating to the National Council on Establishments, permission to fill vacancies, remuneration for part-time duties, absorption into the permanent establishments, mass-cross transfers of staff - Lagos/Western States, schemes of service, incremental credits, minimum qualification for appointments and staff indents and advertisements.

14. This is a very busy Division indeed. As you are aware, this is the budget season but the usual time-table for the examination of establishment proposals submitted by the various departments has been considerably disturbed by the current Elwood exercise. This was our experience last financial year. The Elwood Grading Team, you will recall, was set up in 1964. The Team submitted its report in 1966 but before it was implemented, the country was split into twelve states which made a number of the recommendations in the report inapplicable in the new context of the country. Series of meetings of N.C.E. officials were held in 1968/69, culminating in the preparation of the draft of the first White Paper which formed the basis of discussion at the meeting of the Commissioners for Establishments held in Lagos in February this year. The White Paper has since been published and a copy is enclosed in File E.152A as p.549. The White Paper deals with posts on incremental scales only. I suggest you find time to study it very carefully. A circular implementing the conclusions in the White Paper was issued in August as Establishment Circular No.1/1969. Since then, series of circular letters have been issued amplifying the sections of the circular on which enquiries have been received.

15. In accordance with para. 5 of the White Paper, the N.C.E. officials met in Lagos from the 16th to 19th of September and from 28th October to 1st November to consider the gradings of superscale posts. You are probably aware that originally, the N.C.E. was set up for:

1. Consultation (exchange of views of Establishment matters).
2. Information.
3. Common Services.

16. The exercise on the grading of posts on which the Council is currently engaged is outside these objectives. Although it is claimed that the Supreme Military Council had directed it to undertake it, my view is that the S.M.C.

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has acted in accordance with the advice tendered by some officials in Lagos. At the meeting of N.C.E. officials referred to above, I raised preliminary objection on the propriety of the N.C.E. undertaking such an exercise and also on the feasibility of the exercise itself. Please see my minute to the Commissioner for Establishments at pp. 818-829 of file E.151/1 Vol. III in which I set out clearly the points I made at the meetings. The more I reflect on the trend in Lagos, the more I feel convinced that there is a disguised move towards a remote control of other public services by the Federal Public Service. You therefore need to watch very carefully the actions of the Federal Ministry of Establishments which is gradually building itself up into some sort of centripetal force. You should find time to read the minutes of the meeting at pp. 709-736A and 765-817 in file E.151/1 before the date of the next meeting of the officials which is fixed for the 6th and 7th of January. Extracts of the minutes have been sent to heads of departments to keep them informed of the trend of discussions at the N.C.E. officials level.

17. The draft White Paper on the conclusions at the meetings has just been received and S.A.S.(E) is arranging for copies to be produced as only two copies were forwarded to us. I have advised in my minute to C.E.T. that the draft White Paper should be referred to ExCo. before the meeting of the Commissioners which is due to start on the 9th of January. I suggest you bring it to the attention of S.M.G. & H.S. with particular reference to the structure of the Admin. Class and the gradings of Permanent Secretaries. S.M.G. & H.S. may consider it necessary to summon a meeting of Permanent Secretaries to find out their reactions.

18. The appendix to the draft White Paper should be checked meticulously with the minutes of the meeting. Mr. Ajobo, S.A.S.(E) will do this. You will observe in the appendix

that separate columns are shown under the column for approved grading and designation, one for the Federal Public Service and the other for the States. It was quite clear from the trend of discussion at the meeting of N.C.E. officials that the Federal Ministry of Establishments would like to see top Federal posts graded higher than their counterparts in the States. As I mentioned in my minute to the Commissioner, some posts in the Federal Public Service may carry heavier responsibilities than those attaching to corresponding posts in the States but one should not carry this to the ridiculous extent of assuming that all Federal posts are superior to those in the States. One good example of the type of thing to watch very closely in the gradings indicated in the White Paper is the grading shown against the post of Deputy Permanent Secretary at p. 1 of the appendix. It was agreed at the meeting of the N.C.E. officials on 17/9/69 that the D.P.S. post should be graded in Group 5 where Permanent Secretaries are graded in Groups 3 and 4 as in the West and in the Federal, and that depending on the size and complexity of a Ministry, a D.P.S. may have one or more U.S. reporting to him. You will observe that the proposed Group 5 grading is reflected under the Federal Public Service only. This, no doubt, stems from the desire of the Federal Ministry of Establishments to see that no Permanent Secretary in any of the States is graded higher than Group 4. Mr. Tokunbo proposed Group 4 or 5 for the States and Group 3 and 4 for the Federal Public Service alone. This is in disregard of the fact that there is a big difference as between the level of responsibility of a Permanent Secretary in a long established public service and that in a new State.

19. Although the draft White Paper is mainly devoted to the grading of superscale posts, you will observe that paras. 40-43 deal with matters relating to Advancement scheme for clerical officers and technicians; Advancement tests for

stenographers; Health Inspectors; and the Structure of C(E) and C(T) scales. We submitted to the meeting of officials series of memoranda aimed at modifying the conclusions in the first White Paper. Those included in the new draft White Paper are those which constitute radical changes in the provisions of the first White Paper. I should like to draw your attention to the proposed grading for Higher Executive Officers. Before Elwood, the post was graded in Scale C(E)5 in the Federal Public Service while it was graded in C(E)4,5 in this State and in the Mid-West. The Lagos State adopted the Federal grading but the Elwood Grading Team confirmed C(E)4,5 as the appropriate grading for the post. Since no officer was made to suffer any diminution in the level of his remuneration before the introduction of the new scale, the H.E.Os in the Federal Public Service as well as those in the Lagos State were placed at an advantage compared with their colleagues in this State and in the Mid-West. The proposed amendment is aimed at removing this anomaly as it would level all of them up.

20. Our efforts to secure agreement for the improvement in the lot of clerical officers who were already on Scale D3 before 1/4/69, the date of the implementation of the Elwood Report, were not supported by the other States. Your study of the first White Paper will reveal that under the new conditions of service, clerical officers on Scale D1 can now advance to Scale D.3 after the completion of 3 years' service and those on Scale D.2 before 1/4/69 and had completed one year on that segment before that date have been advanced to Scale D.3. Clerical staff on Scale D3 before 1/4/69 had no such financial advantage.

21. Other important matters discussed at the meeting of N.C.E. officials but which are not matters for inclusion in the draft White Paper are:

(a) Apportionment of Pensions

Following the creation of the Mid-West Region

in 1963, the Mid-West Government pressed that the Western Nigeria Government should take-over the responsibility for the pensions of all the staff transferred to the Mid-West for the period 1/10/64 to the date immediately preceding the date of the creation of the Mid-West Region. For reasons which you will find in file PD.2/51 pp.138-167, this Government refused to accept liability. The matter had been the subject of protracted discussion between this Government and the Government of the Mid-West and at the meeting of the Commissioners for Establishments held last February it was referred to the National Council on Establishments officials for examination and to submit recommendations. We submitted a strongly worded letter to the N.C.E. Secretariat explaining why it was unfair and illogical to ask us to accept liability. When the matter was discussed at the last meeting of N.C.E. officials it was decided to recommend to the Federal Government that the same formula by which the Federal Government had already accepted the pensions liability in respect of the states in the North and in the East for the period 1/10/54 to 31/3/68 i.e. the date immediately preceding the effective date that new States started to function, should also apply in our case. This is a big achievement for us since, if the recommendation is accepted, the Federal Government will also pay the pension of our staff in this State in respect of the period 1/10/54 to 31/3/68. We have suggested that a central pensions fund should be established from which the pensions of all officers retiring from all the Public Services would be paid. It has been agreed that

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this should be further examined.

(b) Acting Allowance

We submitted a memo. on the desirability of modifying the present regulation which forbids the payment of acting allowance to officers when they are on leave and no other acting appointments are made for taking over the duties of the posts. The decision reached at the meeting was that each Public Service should obtain the comments of its Public Service Commission and report back reactions to the subsequent meeting of the N.C.E. This should be taken up as soon as possible.

(c) Hotel Charges

Para. 15 of the first White Paper provides that the rates of travelling allowance stipulated therein may be increased by each Government in areas where hotel charges are extremely high. At the last meeting of the N.C.E. officials it was considered that it would be a good idea if regular rates of allowances could be made to apply to officers of any of the Public Services who undertake tours in any particular areas of the country. The meeting decided that the N.C.E. Secretariat should obtain the rates of hotel charges in various parts of the country after which uniform rates would be evolved. S.M.G. & H.S. has spoken to me twice about this and if he asks again, you should please let him know what the present position is. The matter would probably come up at the January meeting of N.C.E. officials.

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Advance Proposals

22. As indicated earlier in these notes, the annual budgetary exercise is on. The Ministry of Finance has stated categorically that it would not support any increase in personal emoluments vote for next year. One should understand this because this State presented a deficit budget for this year, the deficit on recurrent expenditure was in the order of £2.6 million. We have however sought clarification on this and the Ministry has agreed that increases may be allowed in exceptional circumstances.

23. All proposals are examined by S.A.S.(E) and meetings are usually held with the representatives of the appropriate Ministry to sort out points of differences. As a rule, all establishment proposals must receive the personal support of C.E.T. We have cleared a few but we have had to suspend action during the past few days because of the work involved in the current Elwood exercise.

Schemes of Service

24. You are no doubt familiar with this but following the publication of the White Paper, it will now be necessary to review practically every scheme of service because of the changes in salary scales, gradings, and nomenclatures.

Daily Rated Staff

25. Another important matter which the Establishment Division has in hand but which is nearing completion is the absorption of daily-rated staff into the permanent establishment. This is sequel to the tripartite agreement reached in 1964. The agreement relates to the reclassification of labour into:

- (a) unskilled and semi-skilled and
- (b) artisans.

It was also agreed that a 13-point scale should be introduced for the unskilled and semi-skilled labour. A list showing all

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occupations and trades which have been classified into semi-skilled trades is due to be published shortly. We have decided to absorb the new class of staff into the existing salary structure instead of creating a new 13-point scale as proposed. You should please read pp. 856 - 882 of file ED1/95. You will observe at pp. 884 *ibid* that the proposal has been approved by the Executive Council. A circular implementing the method of absorption is being prepared by S.A.S.(E).

Presentation of Executive Council
Memorandum to the Council

26. Requests for increases in establishments are sent to us from time to time, Increases in authorised establishments can only be approved by the Governor-in-Council. Since this Ministry is responsible for departmental establishments, memoranda for variation in complements are presented jointly by the Commissioner for Establishments and Training and the Ministry concerned.

MANAGEMENT SERVICES DIVISION

27. This Division has the following complement:-

1 S.A.S.	- Mr. E. A. Ogunleye
3 A.S.s	- Mr. Adeleye
	" Alawode
	1 Vacancy
1 S.E.O.	- Mr. Olunuga
2 E.O.s	- Mr. Ajetunmobi
	Mr. Iyiola
1 E.O.(A/cs)	- Mrs. Idowu.

The broad functions of the Division are Whitley Councils, Conditions of Service (this is a generic term embracing a number of subjects), advances, confirmation/advancement tests, passages, records, staff list and the domestic affairs of the Ministry.

Whitley Councils:

28. You are the Chairman of the three Whitley Councils. Meetings are now held with reasonable regularity in accordance with the following agreed time-table:-

Time-Table for Whitley Councils: 1969

(1) 2nd Quarter

Whitley Council I 30/4/69

Whitley Council II 28/5/69

Technical Whitley Council 25/6/69

(ii) 3rd Quarter

Whitley Council I 30/7/69

Whitley Council II 27/8/69

Technical Whitley Council 24/9/69.

(iii) 4th Quarter

Whitley Council I 22/10/69

Whitley Council II 19/11/69

Technical Whitley Council 17/12/69

You have to study the briefs submitted for discussion and if at any time^{any} of them relates to policy matters, you should clear it with the Commissioner for Establishments and Training and/or S.M.G. & H.S. as the case may be to ensure that the line of action taken by you accords with Government policy.

28. You are not likely to have any problem with Whitley Council I as the Vice Chairman of the Council is a mature and reasonable man. The Vice Chairman of the Technical Whitley Council is equally reasonable and intelligent - a trade unionist to the core; ~~but~~ he can be difficult if he wants to but it would not be without a reason. My advice is that you do not take things for granted and I always find it helpful to liaise with them as much as possible. On the other hand, you have to acquire the tolerance of Moses to be able to get along with Whitley Council II in its present set-up. You should not be surprised if you sometimes find that "firmness", "persuasion", "forthrightness", "rationalism"

turn out to be mere catch phrases^{or} polemics or if arguments sometimes lack the usual distributed middle. I am almost certain however that the unpleasant experience which we have had, from H.E. down the line, will not continue for long.

29. As you are aware, Whitley Council I embraces the Association of Senior Civil servants while the Technical Whitley Council looks after the technical staff. In accordance with the constitution which established the Whitley Councils (see file AD.2/1) Whitley Council II should embrace the junior non-technical staff. A Higher Executive Officer is, however, the Vice Chairman of the Council - she is the President of the Nigerian Civil Service Union and there are E.O.s, H.E.O.s and perhaps S.E.O.s within the fold. I had wanted to streamline the membership of the Council but S.M.G. & H.S. advised caution and suggested that in order to assuage trouble we had better leave things as they are.

30. Please note that conditions of service affecting the staff should always be cleared with the appropriate Whitley Council(s) before promulgating the new rules.

Motor Vehicle Advance and Basic Allowance:

31. The granting of motor vehicle advance and basic allowance is covered by Treasury Circular No.4/1964. So many concessions have been allowed since the issue of the circular but we have stopped granting further dispensations as any concession granted to a department usually provoked requests for similar concessions from other Departments.

It came to a point when we found that we were dealing with exceptions rather than the rules and it is my view that it would be impolitic to allow such a situation to continue indefinitely. A Committee has recently been set up by the Government to review the present rule of eligibility and submit recommendations. Chief N.O.A. Akinyemi, Permanent Secretary (Political & Administration) is the Chairman of the Committee. I suggest you do not grant any further concessions

to any Ministry until new rules are promulgated.

Staff List:

32. The latest edition of the Staff List is the one for October, 1968. A new one is in the course of preparation. One important change in the current staff list is the re-arrangement of the seniority order of Administrative Officers Classes III & IV. In the past, officers who failed to complete the papers of their compulsory examination in time i.e. within the probationary period, were allowed to retain their seniority over the junior ones who were able to satisfy the requirements within the period. This is contrary to the provision of G.O. 02544. With the concurrence of the P.S.C., the seniority of the officers has been re-arranged in accordance with the provisions of the G.O. As it was expected the exercise sparked off protestations from various officers who lost seniority to those formerly junior to them in the Service. They contended that since the rule had not been applied for some years, the apparent mistake should continue to be perpetuated. This is illogical and absolutely unacceptable.

Fringe Benefits

33. Some time ago and before the resuscitation of the Ministerial meeting of the N.C.E., the Federal Military Government requested the N.C.E. officials to look into the desirability of introducing some measure of uniformity in the application of fringe benefits throughout the country and also to examine the advisability of abolishing those for which no justification could be shown for their continued retention. When the matter was taken at the S.M.C., it was decided that the recommendations of the N.C.E. officials should be sent to all the State Governments who should consult their Whitley Councils and forward their (governments') recommendations to the Federal Ministry of Establishments^{have}. Our views/already been communicated to Lagos in file E.151 which you should find time to read. Recently, a schedule

showing the views of all the State Governments was sent to us from Lagos and on the advice of the S.M.G. & H.S. I have asked S.A.S.(M.S.) to address a letter to the Federal Ministry of Establishments asking that the matter should be tabled for discussion at the meeting of the Commissioners for Establishment. S.M.G. & H.S. is entertaining the same type of fears which I expressed in para. 16 above. If the Federal Ministry of Establishments has nothing to hide, a copy of the covering memo. should have been sent along with the schedule.

Hours of Work:

34. Following agitation by the Civil Service Union (Western State Branch), the Government has, after series of meetings with the Whitley Councils, decided to change the present working hours to 7.30 a.m. - 3.30 p.m. with effect from 1/1/70. You need to read minutes of the meetings held at various levels on this matter in file E.112. The Vice Chairmen of the three Whitley Councils will probably ask for the resuscitation of departmental canteens. The management problems involved in this will be tackled by your Management Services Division.

Meetings of Permanent Secretaries:

35. The S.A.S.(M.S.) is responsible through you to the S.M.G.& H.S. for making necessary arrangements for the meeting of Permanent Secretaries of which the S.A.S. is the Secretary. The S.M.G. & H.S. usually decides the date and time of each meeting. By convention it is the practice to hold the meeting on the last Friday of every month although no meeting has been held for some months due largely to the engagements of the S.M.G. & H.S.

RECRUITMENT AND TRAINING DIVISION

The staff of the Division are:-

1 S.A.S.	- Mr. Folorunso
1 A.S.	- Mr. Adetola
1 E.O.	- Mr. Lalude

Training School

1 Training Officer - Mrs. Ogunlade (Acting in post)

Training School (Contd.)

1 A.S.	-	Vacant
1 English Tutor	-	Mrs. Adelusi (On study leave without pay)
1 French Tutor	-	Vacant (One expected shortly)
1 Chief Instructor	-	Mr. Kehinde
1 S.E.O.	-	Mr. Talabi
2 Senior Instructors-		Mr. Sotunde
		Mrs. Salako (Acting)
3 H.E.Os	-	Mrs. Odubiyi
		2 Vacancies
1 H.E.O. (A/cs)	-	Mr. Ogunsola
3 Instructors	-	Mrs. Sonola
		Mrs. Igbosanya
		Mrs. Ademosu
1 E.O.	-	Mr. Akinmuwagun

I understand that you had a short spell in the Division while you were here. The organisation and functions of the Division have not altered materially. You are already familiar with the mechanics of dealing with in-service-training proposals. S.A.S. (R. & T) will bring you into the process at the appropriate time. The Local Government Training Unit which was formerly controlled by the Ministry of Local Government and Chieftaincy Affairs has recently been merged with the Training School for more effective planning and co-ordination.

36. I have asked S.A.S. (R. & T.) to submit proposals on how to make the impact of the Training School felt more by Departments and I am convinced that there is a lot we can do to achieve this. We would need to reactivate departmental Training Officers and infuse some drive into them. We have to make our calendar more objective and get rid of the usual window dressings. There is no reason why we have to adorn all the pages of the calendar with courses for which facilities are non-existent and which we cannot therefore mount.

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The strength and the quality of the teaching staff will have to be improved upon. Fortunately, you have for some years been the Chairman of the Training Advisory Committee. You will, because of your present assignment need to appoint a new P.S. as the Chairman since the Committee is set up to advise the Permanent Secretary, Ministry of Establishments and Training.

37. There are a number of courses going on in the Training School at present, including the Confidential Secretaries-in-Training course. The course started early in July and the first weeding test has been taken. Six of the girls did not measure up to standard and they have therefore been advised to withdraw from the course. Arrangements are being made to find them suitable employment in the Ministries. You will recall that it was decided in one of the meetings of the Advisory Committee on Training some time ago that the Secretarial wing of the Training School should be merged with the Technical College, Ibadan. This has been examined and it was not considered advisable or even practicable to do so in the meantime for reasons which you will find in the relevant files. I should mention here that the system of shorthand being taught at the Technical College is different; therefore it will be difficult for the Technical College to arrange refresher courses for those members of the Secretarial Class who have already been trained in our Training School. Besides, no facilities for refresher courses etc. exist in the Technical College. The suggestion has therefore been shelved sine die.

Auditing and Accounting Course:

38. In September, 1965, Mr. Butler submitted a report containing proposals for a training scheme for the training of supporting staff for the Audit Department and the Accounting Division of the Treasury and also for the Accounts Branches of the various Ministries. It is a three-stage training

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scheme - the first being a routine of accounting and audit procedures which is designed for confirmed clerical officers who have passed the advancement test and who hold the West African School Certificate or its equivalent. The second stage is aimed at equipping the staff for the supervision of accounts and audit procedures while the third is a diploma course in accountancy and auditing. The three stages will last for about 18 months of concentrated studies. When the course was first initiated, it was decided that a successful completion of stage two of the course would qualify the participants for consideration for promotion to the Executive Officer grade provided they had completed not less than 10 years' service. But later, this Ministry decided that none of the three stages of the course would qualify participants for promotion because the existing scheme of service does not provide for such advancement; rather the course should be regarded as one designed to improve the performance of the officers! Please see pages 108 & 112 - 118 of file RT.2/629T. We have now started to do some rethinking about this because I do not consider it fair for an officer to undergo an 18-month concentrated course without deriving any financial benefits from such a course by way of promotion. In Lagos, the successful completion of a 9-month Assistant Executive Officers (Accounts Course) course will qualify participants for promotion to the grade of Assistant Executive Officer. We have therefore decided to merge stages one and two together and S.A.S. (R. & T) is working out the necessary details. As soon as a new syllabus has been evolved, it will be necessary to obtain the approval of the Executive Council for the new scheme to go into operation. A similar syllabus will have to be worked out for A.E.O.s (General Duties). This is vitally necessary as clerical officers who are able to secure 75% and above in the combined confirmation/promotion test will now be eligible for consideration for selection for training as Assistant

Executive Officers.

39. The Recruitment and Training Division is also responsible for dealing with applications for the re-engagement of pensioners. Every case of a re-engaged pensioner should be referred to the Commissioner for Establishments for approval.

CENTRALLY DEPLOYED CLASSES AND PENSIONS
DIVISION

4. The Division has the following staff:-

1 S.A.S.	-	Mr. Babalola (Acting in post)
2 A.S.s	-	Mr. Ishola
		Mr. Taiwo
1 E.O.	-	Mr. Okeowo

Pension Branch

1 H.E.O.	-	Mr. Dada
2 E.O.s	-	Mr. Oshunmakinde
		Mr. Ogunnowo

41. The Centrally Deployed Classes and Pensions Division consists of two branches namely, the Pensions Branch and the Centrally Deployed Classes Branch. The former is responsible for pension matters including pension policy as well as the day-to-day administration of the various retirement benefit schemes in the Public Service. The latter branch deals with the over-all management and control of the Centrally Deployed Classes in the Service. You are, I gather, familiar with the duties of this branch and I therefore need not bore you with the description of the functions of the Division. I need only to mention a few points which I feel I should bring to your attention.

Administrative Class:

42. The Administrative Staff Advisory Committee is responsible for the over-all control and management of the Administrative Class.

The Head of Service would always want you to discuss the agenda for the meeting with him at least half an hour before the meeting. As of now, the membership of the Committee is as follows :-

S.M.G. & H.S. (Chairman);

P.S. (Political & Administration) - (Member);

Solicitor-General and Permanent Secretary

Ministry of Justice - (Member);

Permanent Secretary Ministry of Finance (Member);

Permanent Secretary Ministry of Local Government
and Chieftaincy Affairs (Member);

Permanent Secretary, Ministry of Establishments
and Training (Member/Secretary).

The Administrative Staff Advisory Committee is concerned with postings, promotions and selection of members of the Administrative Class for overseas in-service-training. The S.M.G. & H.S. will rely on you to bring to his notice matters relating to the management of the Administrative Class and to advise him on matters which should be brought to the notice of the Administrative Class Advisory Committee.

G.E.C. Postings Committee: A Committee similar to the one mentioned above has been set up to consider postings within the General Executive Class as well as in the Secretarial Class and the nomination of the members of the class for in-service-training. This Committee was set up in 1966 following H.E.'s directive but it became moribund after some time. It has now been revived and papers on this are contained in file PD.1/74. The membership of the Committee is as follows:-

P.S.M.E. & T. - (Chairman);

The Director of Audit - (Member);

The Accountant General - (Member);

The Commissioner for Internal Revenue - (Member); and

The most Senior member of the General Executive
Class

The first meeting of the Committee was held on Tuesday, the 9th of December to consider the postings of officers promoted from the clerical class to the G.E.C. recently as well as those recruited directly from outside. This exercise involved the movement of a large number of the members of the class.

Promotion from the Clerical Grade to the
General Executive Class

43. At the meeting of the G.E.C. Promotion Board held from the 20th of June to the 12th of July, 1969 to consider direct promotions from the clerical grade to the General Executive Class, it was decided that 100 out of the existing vacancies should be filled at a ratio of 2 from inside and 3 from outside. In consequence, 40 Clerical Officers were recommended for promotion as you will see from pages 236 - 260 of file E.50443/4. The P.S.C. in its reply asked that the G.E.C. should be more fully stocked beyond the level proposed in the Board's recommendations but I objected to this for various reasons. It is inconsistent with recruitment policy and it is inadvisable to fill all the existing vacancies all at once. The P.S.C. had continued to bring pressure to bear on us on this and when an emergency meeting of the Board was summoned on the 20th of November to consider the proposals submitted by the P.S.C. (the Commissioners had suggested that as many as 64 should be promoted from the Clerical Class as against 40 recommended by the Promotion Board and 96 from outside as against 60 proposed by the Board) the Board decided that while there was need to strengthen the staff position in the General Executive Class, it was convinced that shortage of staff per se or the consideration of the element of humanitarianism should not be the motivating factors for filling the G.E.C. with second rate candidates whose ability the Board was in doubt of. However, it was agreed that some of the candidates declared as border-line cases could

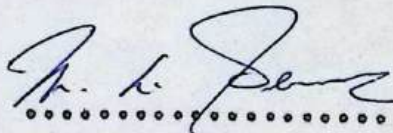
be promoted as Assistant Executive Officers with effect from a current date but certainly not as Executive Officers.

44. There was a heated argument between the Commissioners and myself on this when I was invited to the Commission on Friday the 12th of December to defend the recommendations of the Board. The Commissioners held the view that since the candidates appeared before the Board at the same time as those already promoted to the Executive Officer grade, they should not be treated differently. I did not leave them in doubt as to the unacceptability of this suggestion and the undesirability of sacrificing the interest of the majority for that of the minority but the Commissioners informed me that they would be taking their decision later. While I do agree that the Commission is the authority in respect of promotion matters I still feel that it will be improper for the Commissioners to set aside my advice in this matter. You will need to follow this up.

45. If there are any other matters on which you require information or advice, please do not hesitate to ask.

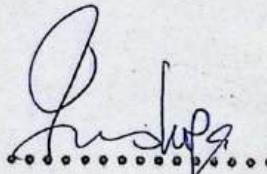
Officer handing over:

~~December, 1969.~~
January 2nd 1970


.....
M. A. Ademosu

Officer taking over:

~~December, 1969.~~
January 2nd 1970


.....
F. A. O. Shoga

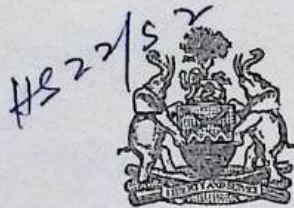
SMG & HS

Dec 16/20
CR

Pp 75 - 100 sub'ded ff

P. A.

141



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TELEPHONE: IBADAN 21011/355
24268

TELEGRAMS: PERMESTABS

MINISTRY OF ESTABLISHMENTS AND TRAINING
PRIVATE MAIL BAG No. 5001 · IBADAN · WESTERN STATE OF NIGERIA

Your Ref. No.....
All communications on this matter
should be addressed to the Permanent
Secretary quoting
Our Ref. No..E.2023/180,....

CONFIDENTIAL

Date....2nd March, 1970.

The Secretary to the Military Government
and Head of Service,
Office of the Military Governor,
Ibadan.



Handing Over Notes

21/4
11.102-104
I forward herewith a copy of handing-over
notes from Mr. F.A.O. Shoga to Mr. M.A. Ademosu for
your information.

(M. A. Ademosu)
Permanent Secretary.

CONFIDENTIAL

MINISTRY OF ESTABLISHMENTS & TRAINING

HANDING-OVER NOTES FROM MR. F.A.O. SHOGA
TO MR. H.A. ADEMOSU

You handed over this Ministry to me a little less than two months ago and there are very few things that will require to be mentioned in my notes since most of the subjects have remained largely the same or with very little change. I should like to draw your attention to the following however:

1. Meeting of Permanent Secretaries

This has been fixed for March 18th on the initiative of the Secretary to the Military Government and Head of Service. All Permanent Secretaries have been asked to submit proposed subjects for the agenda while S.A.S. Establishments is preparing a brief on the subject proposed by S.M.G. & H.S. I suggest that you call for the file as early as you can and see what progress is being made.

2. Selection for the Administrative Class Examination

The meeting of the Selection/Promotion for the G.E.C. met on February 26 to make recommendations. As it turned out, you were Chairman of the Board. It is necessary to process these recommendations as the Joint Selection Committee will be dealing with all recommendations from heads of departments early in March.

3. Overseas Leave - Eligibility

An ExCo. memo has been prepared on this subject and has been sent to the Ministry of Finance for clearance. That clearance has not yet been obtained but it is necessary that the paper should be considered by the Cabinet as soon as possible. I shall discuss this further with you.

4. Eligible Report

As you know we have received the draft White Paper on the superscale posts from Lagos and have already obtained the comments of the various Ministries on these gradings. The ExCo. memo. has been approved by the Commissioner and I am hoping to be able to submit this to S.M.C. by Feb. 27. It will be necessary for you to get in touch with S.M.C. early next week and inform him of the need for urgency in getting the paper taken by ExCo.

5. Pension Papers

As you know, pension papers are sent up to H.E. for signature. The authority to sign was previously delegated to the Minister of Finance and I assume that when a separate Commissioner for Establishment was appointed the signing somehow got left out. I think it is essential to pursue the work previously done in getting this power delegated. This is probably best done in a minute to H.E. to approve delegation. The present arrangement unnecessarily takes up H.E.'s time and there is no special reason to continue it.

2. We have discussed how the C & M Division will carry on temporarily under Mr. Kolawole possibly till Mr. Abebe returns. You will no doubt take an early opportunity of getting the Admin. Staff Advisory Committee to look into the position.

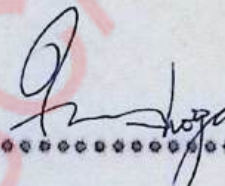
3. You will need to see the action being taken about Mrs. V.E. Solarin who has been on sick leave for over six months. S.M.C. wishes to be kept informed of the action taken. (file No. PP. 3713 and C.95).

4. A few weeks ago, I directed that we should take up with the P.S.C. the question of our officers and former officers of Eastern Nigerian origin who were likely to require

attention in the post-rebellion period. It is essential that we should be ready when some of these officers report back. You will need to get the Management Services to report progress early.

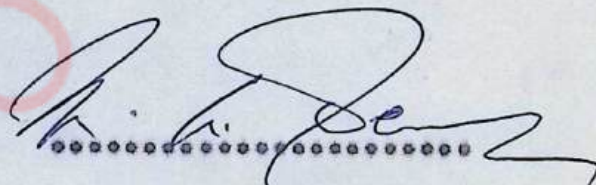
Officer handing over:

2nd March, 1970


.....
F.A.O. Shoga

Officer taking over:

2 March, 1970


.....
M.A. Adenoso

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H.S.

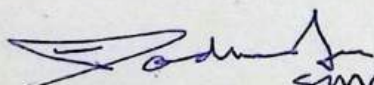


4/3
CR

p. 101 - 104 sub'd fl.

PSMET.

What is para-3 about - I know nothing of this. What is the need for this "clearance" with Ministry of Finance?

 10/3
SME

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C.E.T.,

I have discussed with you Justice Ego's case and the memo. submitted by this Ministry to the Ministry of Finance for clearance regarding the proposed modification to G.O. 15221. I have withdrawn the memo. from the Ministry of Finance and I suggest that we take no further action on it as I have already indicated during the discussion I had with you. The main arguments in the memo. are:

- (a) that apart from overseas leave being a privilege conferred on indigenous officers in respect of services performed, it is to enable them broaden their outlook through an admixture of culture and experience in other countries; and
- (b) that for certain category of officers the requirement of a 10-year pensionable service before eligibility is such that some such officers will be nearing the end of their pensionable services before they can enjoy the privilege and in such a situation, the overseas leave will bring little or no benefit to the Service in that the officers will be due to retire so soon after they return.

The relaxation being sought as far as I can see can only benefit judges appointed direct from outside since G.O. 02703 (c) forbids the appointment or transfer of an officer to a pensionable post who has attained the age of 40 either at the time he obtained his non-pensionable appointment or applied for direct appointment. This is especially so as it is not proposed to consider officers below Group 4 for the special dispensation.

2. Considering the main theme for seeking the relaxation which is (a) in para. 1 above, there are various ways by which this could be achieved. There are various opportunities of attending seminars in overseas countries, duty visits and

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attachments for officers of the calibre envisaged which can help in broadening the outlooks of the officers by inter-mixture of experience. As far as I know, there are many officers who take their overseas leave merely for the purpose of relaxation and for sight-seeing rather than for acquisition of additional experience for the enhancement of their efficiency in the Service. Secondly, cases such as those envisaged in the memo. will be very, very rare and in any case very far between. I do not consider the proposed modification necessary because of this. Thirdly, there are many officers in the Service who will prefer to enjoy the privilege of overseas leave when their retirement is looming low in the horizon. For instance, I have not enjoyed any overseas leave within the terms of the G.O. cited above and I do not intend to do so this year. Shall we say that the Service has lost anything by that?

3. I do not consider that there is anything for the Ministry of Finance to consider in this matter because the memo. does not seek the introduction of a new condition of Service but rather, it is proposed to modify an existing one which affects an infinitesimal proportion of the population of the service. According to my own reckoning, one can count the number to be affected on the [^] fingers of one hand. At the most, it would be less than 10. Considering the number of judges who have come in by direct appointment and the rate of increase in the number of officers qualifying for U.K. leave privilege every year throughout the Service and having regard to the rate of growth of our civil service, one can see that there is nothing for the Ministry of Finance to consider in this matter. We can only think of approaching the Ministry if and when financial provision for passages is running out and what we ^{need} ask for would be augmentation of the vote.

4. Now to Justice Eso's case. With due ^{deference} ~~deference~~ to my predecessor, I think this is a case which calls for use of

discretion by our Ministry. The first point I like to mention is that the stipulation of the compulsory completion of 10-year pensionable service is to ensure that an officer does not run away immediately after taking U.K. leave at Government expense. A 'clever' officer who, for instance, wants to pursue further studies overseas may ask for U.K. leave and resign his appointment on getting to his destination. We would not have any hold on such an officer if he chose to cut corners that way. But officers who have completed 10 years' service and have therefore qualified for pension under the Pensions Law would want to preserve their pension right and would therefore not want to forego their previous service.

5. Justice Eso would qualify for this privilege in October this year. One important point which should be noted in this case is that under the present leave arrangements, an officer can enjoy the whole of his leave entitlement for the year before actually earning it. In other words, he can go on leave before he is normally due to take the leave. As p. 99 of this file clearly indicates, Justice Eso wishes to take the leave earlier than October when he would have completed the 10-year service stipulated in G.O. 15221 because Court Sessions will be in full force in October. Therefore Justice Eso is advancing the date of taking his leave in the interest of the Service.

6. In earlier submission to you by my predecessor, the case of Mr. Dabiri was quoted as an example where approval was given on health grounds for the officer to be granted overseas leave before completing 10 years - see para. 2 of p. 104. For whatever reason or reasons the special dispensation was allowed in Mr. Dabiri's case, one point is clear and incontestable: it was a relaxation of the rule all the same. Justice Eso's case, in my view, is a straightforward one where you can use your discretion and therefore I respectfully recommend that he should

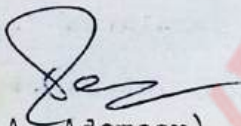
be allowed to proceed on overseas leave in October as requested at p. 99.

(M.A. Ademosu)
P.S.M.E. & T.

10/3/70.

S.M.G. & H.S.,

Above copy of my minute to C.E.T. for your information reference your p. 104. I have already instructed that the memo. should be withdrawn for the reasons adduced in my minute. This was done on the 5th of March i.e. 5 days ago. A copy of the memo. is placed at b.c. for your information. I discussed my views with the Commissioner late last week before putting up this submission and he agreed to the withdrawal of the memo.

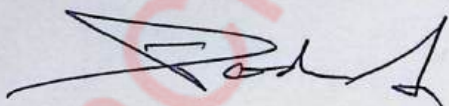

(M.A. Ademosu)
P.S.M.E. & T.

10/3/70

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P.S.M.E.T.,

Thank you for your minute at p.108. I have had an informal chat with Mr. Shoga on the manner in which he handled this and pointed out to him that it was not right for him not to have consulted me before placing the proposal before his Commissioner; that if he did I could have put him wise on this matter.

2. Mr. Shoga took the above point and also agreed that there was no need to have referred this Memo to the Min. of Fin. for 'clearance'. He must have been confused on what 'financial implication' really connotes. I also reminded him that if he had read the provision of G.O. 02703(c) or educated himself on the circumstances leading to the decision to introduce the present arrangement in modification of the old Overseas Leave scheme, he would have understood the position better and would probably not have put forward his proposal which, I agree with you, is unnecessary. I also reminded him that since the present arrangement was introduced by Government on the recommendation of the Joint Whitley Councils, ^{good} personnel management requires that the changes proposed in his Memo should not have been put to his Commissioner without prior consultation with the Whitley Councils concerned. This point he also took.



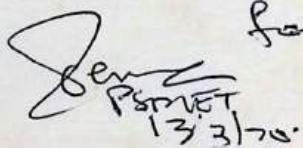
(P. T. Odumosu),

S.M.G. & H.S.,

12/3/1970.

S.M.G. & H.S.

Many thanks. I have detached the copy of the above placed at b.c for my file please.



P.A.

CONFIDENTIAL



TELEPHONE: IBADAN 21011/355
24268

TELEGRAMS: PERMESTABS

MINISTRY OF ESTABLISHMENTS AND TRAINING
PRIVATE MAIL BAG No. 5001 · IBADAN · WESTERN STATE OF NIGERIA

Your Ref. No.....
All communications on this matter
should be addressed to the Permanent
Secretary quoting
Our Ref. No. B. 2023/184.....

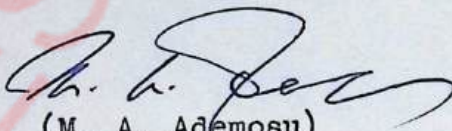
Date..... 8 June, 1970

The Secretary to the Military
Government and Head of Service,
Office of the Military Governor,
Ibadan.

14822/S.2

Handing Over Notes

I forward herewith a copy of my handing-over
notes to Mr. T. I. Ojo for your information.


(M. A. Ademosu)
Permanent Secretary

CONFIDENTIAL

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MINISTRY OF ESTABLISHMENTS AND TRAINING
HANDING OVER NOTES FROM MR. M.A. ADEMOSU
TO MR. T. I. OJO

INTRODUCTION

Pp 76-104

I suggest that before reading these notes, you should first read my comprehensive handing over notes to Mr. Shoga barely five months ago which you will find at pp. 154-178. These notes give a descriptive account of the organisation, functions and staffing of the Ministry generally. The organisational set-up of all the five Divisions of the Ministry and the functions assigned to them remain basically the same. Where changes in activities narrated in the notes referred to above have since taken place or where follow-up actions or changes in policy are considered necessary, these will be mentioned in subsequent paragraphs.

2. The only change in staffing is the posting of an Assistant Secretary (Mr. Adesiyun) to the Establishments Division a few days ago. Some increases in establishment have been approved for some of the Divisions but the bodies are not yet in post. These are:-

- 1 Deputy Permanent Secretary (the filling of this post will be decided at the next meeting of the Administrative Staff Advisory Committee)

O. & M. Division

- | | | |
|-------------------------|---|--|
| 1 S.A.S. | } | See para. 8 of my former handing over notes referred to above. |
| 2 Assistant Secretaries | | |

Recruitment and Training Division

- 2 Assistant Secretaries
- 2 Higher Executive Officers

All these posts have been reflected in the new Estimates.

3. The Deputy Permanent Secretary post was created to provide the much needed assistance for the Head of the department. As you will come to realise, the upsurge of work in this Ministry is astronomical and this must be so because of the many matters which require decision at a very high level. There is no slack time at the level in which you are required to function at any time of the year. Because of the time required to cope with the tremendous volume of work in the Ministry, there is little or no time to devote to critical examination and appraisal of areas in which changes may be necessary to increase efficiency.

4. I should like to advise that in dealing with matters relating to personnel administration, you should ensure that their full ramifications are fully considered before decisions are taken on them. You should always reckon with the possibility of a decision taken in one respect being quoted as a precedent when dealing with similar future cases. Where decisions can stand the test of principle, criticism, consistency and time, your problems will be minimized considerably. But you can be sure that more often than not, your decisions might not be popular. The ideal thing is to be firm without being dogmatic and be sympathetic without being subjective.

5. In deploying the Under Secretary when he becomes available, I suggest that you ensure that the organisation of the Ministry is ordered in such a way that he does not screen you completely as this would be contrary to the provisions of the sessional paper on integration of Ministries. In any case, it is not a desirable organisational arrangement having regard to the set-up

of the Ministry since undue bottle-neck would be caused thereby and this would defeat the purpose for which the post has been created. You may consider the advisability of making the O.M.C.O. and the S.A.S., C.C.P. Division to report to you direct. Establishment, Management Services, and Recruitment & Training Divisions may work up to the Deputy Permanent Secretary. Of all these three Divisions, the greatest volume of work will come from the Establishment Division which is a very busy Division indeed but the Deputy Permanent Secretary will have no problem as the present incumbent of Senior Assistant Secretary, Establishment (Mr. Ajobo) is completely au fait with the tricks and intricacies of establishment practice. S.A.S., Management Services and S.A.S., R. & T. are also capable of taking care of matters within their purview.

Organisation, Methods and Complementing

6. You will note that I indicated in paragraph 7 of my previous notes that the Organisation, Methods and Complementing Division is grossly under-staffed. Since then, Mr. Aboaba has gone to U.S.A. on a course that would equip him for the effective management of the Division - you will probably have known that he is at present held against the post of O.M.C.O. He is due back next month. Mr. Koleoso (Assistant Secretary) would be travelling to the States to undertake an O. & M. course too but details of his departure are not yet available. Mr. Akingbade (Assistant Secretary) is loaned to the Tribunal of Enquiry probing the assets of Local Government staff and other public officers - he is at present based at Ife. The Secretary of the Somolu Assets Tribunal, Mr. Ogunnowo, informed me that the nine Tribunals probing the assets of Local Government staff would, in all probability, complete their

assignments late this month or very early in July when all the staff now working with them would be available for re-deployment. Although Mr. Akingbade will, on his release, return to the Organisation, Methods and Complementing Division, he is due to proceed to the Institute of Administration for the Diploma in Public Administration Course in September. Mr. Kolawole (Ag. A.O.M.C.O.) who is now holding the fort in the absence of Mr. Aboaba is himself due to proceed on overseas leave next month. We have lost Mr. Adeniyi, H.E.O., to the Ministry of Education but the posting was inevitable since he was due to act in a higher grade in which there was vacancy in the Ministry. I suggest therefore that you review the staff position in the General Executive Service throughout the Service fairly soon to make the necessary changes so that the jogtrot of business in the Division might not be too seriously affected.

7. Mr. Kolawole will brief you on the work in hand in the Division. You should note the projected changes suggested in the staffing of the Division in para. 8 of my previous notes. Given the right type of staff, I can see the Division becoming a very powerful force to reckon with in the administration of the Service not only in providing assistance for effective execution of Government business and managerial control but also in assisting in the initiation and formulation of broad and subsidiary policies. You should watch out and make sure that officers posted to the Division are good materials who can cope effectively with the onerous and highly specialised duties of the Division. If you care to call for the file on O. & M. staff matters which is kept in the O.M. & C. Division, you will see in some of my minutes the qualities required of an O. & M. practitioner.

ESTABLISHMENT DIVISION

White Paper on the Elwood Report

8. The Second White Paper on the Elwood report has now been published. See p. 55 of file E.152/1 for the letter which we addressed to the N.C.E. Secretariat on the procedure to be adopted in the implementation of the report. The letter contains many points of objection on matters of principle and it is understood that these points were put across to the members of the Supreme Military Council by H.E. the Military Governor at the last meeting of the Council but the draft White Paper was approved all the same. It would be necessary to evolve a common conversion table for the various grades covered in the report which would apply in all the Public Services. A letter has been written to Lagos suggesting that a meeting of the N.C.E. should be called as soon as possible to consider this.
9. Some Heads of Departments have submitted requests for the upgrading of a number of posts within their Departments but we have succeeded in keeping them quiet by telling them that nothing could be done until the Supreme Military Council had taken a decision on the Elwood Report since we did not know the extent of the variations which the decision of the Supreme Military Council would necessitate. Requests have also been received for the creation of new superscale posts on which no action could be taken because of the expected changes to be reflected in the White Paper which has now been published. You should expect to be inundated with representations for variations in the grades approved in the White Paper. You need to exercise great care and make sure that you do not create problems for yourself by not considering the possible repercussions and agitation which the upgrading of posts in a particu-

lar Ministry may provoke in another Ministry.

10. His Excellency asked some time ago that we should prepare for him, where departments had asked for variations in grading, a schedule setting out the gradings approved in the White Paper and those demanded by the departments. This was done some weeks ago and sent to him in Lagos while he was attending the meeting of the Supreme Military Council which considered the draft White Paper. It would be necessary to revise the schedule in the light of the grades now reflected in the second White Paper.

Mr. Ajobo is handling this. As soon as agreement has been reached on the conversion tables to be used, an Establishment Circular should be issued promulgating the conclusions in the White Paper. You should, however, expect protestations from Heads of Departments whose wishes for higher gradings have not been fully met.

11. You will no doubt have noted the new structure and nomenclature for the Administrative Class. In particular, you will see that Group 8 has now become a promotion post in the Administrative Class. Should it be decided to fill the existing vacancies, the Administrative Staff Advisory Committee can make recommendations to P.S.C. on the basis of para. 57 of Establishment Circular No. 1/1969 without waiting for a revised scheme of service for the Class. A similar structure has been approved for the Professional Classes. You will wish to note also the revised parallel salary structures which have been approved for doctors.

Mr. Ajobo will show you the file containing previous correspondence that led to the improvement of the structures for the medical staff to enable the various Governments to retain their services.

12. You will note in the White Paper that the effective date of the regrading of superscale posts is shown as 1/4/70. The staff sides of Whitley Council II and the Technical Whitley Council have informed me that they would be addressing a letter to this Ministry in protestation against the adoption of this date in the revised gradings approved for H.E.O. and equivalent posts - see paragraph 43 of the White Paper. My view is that in this particular case, the effective date which has been approved for posts on incremental scales should be the same, particularly as this is only a modification of the salary scale already approved in the first White Paper. This is a matter which should be referred to the N.C.E. but it is better to wait for the receipt of their petition before taking action rather than set the ball rolling yourself.

Combined Establishments for E.Os and A.E.Os

13. Whitley Council II and Technical Whitley Council have protested against the conclusion in the first White Paper regarding the salary structure approved for the members of the G.E.C. and the technical grades. You will see in the White Paper that the salary scale for Assistant Executive Officer post overlaps that of Executive Officer while the scale for Executive Officer overlaps that of Higher Executive Officer. The two Whitley Councils have stated emphatically that the principle of overlapping scales is unacceptable to them because:

- (a) it detracts from the value of promotion from one grade to a higher one;
- (b) it does not adequately reflect the relative seniority between two officers occupying posts with overlapping scales;
- (c) it tends to create anomalies when officers

are promoted from one grade to a higher one with overlapping scales.

Before the introduction of the new salary structure, A.E.O. and E.O. posts in the West formed combined establishment and an A.E.O. would, on completion of one year's service in the grade qualify for promotion to the standard E.O. grade provided he had successfully completed his papers of the compulsory examination. Those coming from outside were, of course, required to have served the full length of their probationary period before being promoted to the standard grade.

14. The objection was referred to the National Council on Establishments as you will see in the memo. at page 673 et seq in file E.152/1. After prolonged deliberation on our memo., the consensus was that there was no justification for overlapping to occur twice in one cadre and so it was agreed that the post of H.E.O. should be regraded in Scale C(E)5 - please see para.43 of the second White Paper to which reference has earlier been made in these notes. The Council however refused to uphold our contention regarding the A.E.O. grade. We had argued that it was impossible to draw a fine line of distinction between the duties of an A.E.O. and those of an Executive Officer and it would be a desirable thing for the two posts to form a combined establishment as it was the practice in this State. Since, however, our practice here was foreign to all the other States, they felt unable to support our suggestion and so the memo. was thrown out! The matter was however reopened at the ministerial meeting of the N.C.E. held in January and the Chairman, after observing that we had a problem in the West, agreed that a memo. should be put up by this State for circulation to all the other State Governments and their comments would form the basis of another discussion at the next meeting

of the Commissioners for Establishments. S.A.S.(E) is looking after this.

Apportionment of Pension

15. Please see paragraph 21(a) of my previous notes on this subject. The problem was resolved at the last ministerial meeting of the N.C.E. where it was unanimously agreed that the Federal Government should be advised to take over the pension liability in respect of all pensionable civil servants in the Western, Mid-Western and Lagos States for the period before 1/4/68 (instead of 1.10.54 under the present arrangements) as it had done in the case of the former Northern and Eastern Regions. It means therefore that once the Federal Government ^{had} approved the recommendation, our pension budget would be drastically reduced and this would result in corresponding savings in perpetuity to the Government of this State.

Acting Allowance

16. I addressed a minute recently to S.M.G. & H.S. in file AD.1/190 in which I advanced argument on the desirability of effecting a change in the existing policy on the payment of acting allowance to officers with a view to removing the apparent inequity which obtains at present. G.O. 07202 forbids the payment of acting allowance to an officer on vacation leave of whatever duration even when he returns to the post in which he is acting, whereas in the same G.O., provision is made for payment of acting allowance to an officer on sick leave for a period not exceeding 15 days at a time. This matter was examined at a meeting of the N.C.E. officials held on the 28th of November to the 1st of December, 1969 and the conclusions reached were

- (a) that when an acting officer was on vacation leave during which no other officer was appointed to perform the duties of the post,

the acting officer should continue to receive acting allowance provided it was the intention that he would, on resumption of duties, continue in the acting appointment;

- (b) that before any further action was taken in the matter, each Public Service should obtain the comments of its Public Service Commission and Whitley Councils/Staff Association and report reactions to subsequent meeting of the N.C.E.

I have suggested in my minute that before approaching the P.S.C., the matter should be referred to the next meeting of Permanent Secretaries for their views and this was agreeable to the Head of Service. You will need to take note and make sure that it is listed for discussion.

Scheme of Service

17. Nearly all the existing Schemes of Service would require extensive modifications following recent changes in the nomenclatures, salary structures, qualifications for entry, methods of advancement, etc. embodied in the two White Papers on the Elwood Report which have now been published. One point which you should watch very carefully in the exercise is the need for harmonisation in the qualifications for entries into posts graded in the same scale. At present, there are apparent disparities, the justification for which it would be difficult to defend. Compare, for instance the entry qualifications for the following posts which are graded in Scale E 1B, C, 3. It is significant to note that some posts with less attractive advancement prospects are those for which more stringent entry requirements are demanded. This aspect, however, has been regularised and made uniform by the first White Paper.

<u>Post</u>	<u>Entry Qualifications</u>
Agric. Assistant	W.A.S.C. plus credit in English and one science subject.
Forest Assistant	W.A.S.C.
Ex-Ray Technician	W.A.S.C. plus credit in Mathematics, Biology and one other natural science subject.
Medical Laboratory Technician	W.A.S.C. with at least a credit in one natural science subject and a pass in Mathematics or in one other natural science subject.
Quantity Surveying Assistant Grade II	W.A.S.C. with credits in 5 subjects including English language and Mathematics. At least 3 of the subjects must have been passed at one and the same sitting.
Architectural Assistant Grade III	W.A.S.C. with credit in English and Mathematics.

18. One other point which should be carefully watched in the general review is the prescribed waiting period on a scale before moving to the higher grade. You have to ensure that you do not give room for complaints of inequity.

Promotion to Scale X

19. In the Elwood Report, the Grading Team advocated the abolition of Scale X and the resuscitation of Scale A Upper Segment which was abolished here some years ago. The implications of this recommendation were carefully examined and after due consultation with Whitley Council I, a submission was made to His Excellency the Military Governor for the retention of Scale X in this State and the 5 years qualifying period for promotion to the scale. This was approved and the other Governments of the Federation were informed accordingly. See pp. 9-26 of file ED.1/207/1. Few months later, a delegation of Administrative Officers came to see me, following the

receipt of a strongly worded letter which I had sent to those who petitioned against the retention of Scale X. The delegation sought a reduction in the qualifying period from 5 years to 3 years as officers in other States were being promoted to Scale A Upper Segment after completing 3 years' service - see pp. 40-46(b) of the same file. After explaining the implications of their request to them, they were left in no doubt that no action could be taken on such a request coming from a small section of those whose posts were graded in Scale X. Recent developments indicate that the professional officers have joined in the agitation and a memo. which they had submitted to the Vice-Chairman of Whitley Council I has been referred to us with a request that the matter should be included in the agenda for the next meeting of the Council.

20. S.A.S.(E) has examined the matter in detail as you will see from his comprehensive minute beginning from p. 87 of the same file which, although I have read, I have not had the time to deal with. You will note in his submission that the enquiry conducted by him has revealed that in most of the other States, officers are eligible for promotion to Scale A Upper Segment after 3 years and there is also the opportunity for acting appointment in that grade. For instance, Messrs. Oguntona and Banmeke who transferred to the Lagos State a few months ago, have been promoted to Class III and this was from the third anniversary of their appointment. There is another officer in this Ministry who has also applied for transfer to Lagos. Although promotions to Scale A Upper Segment are allowed in other States after confirmation, the fact still remains that such promotions will continue to be subject to availability or vacancies. Because of this, there is the like-

likelihood that some of them will be vegetating on the same grade for a number of years for lack of vacancies in Scale A Upper Segment posts to which they could be promoted, particularly as the stage of stabilization in manpower requirements is reached i.e. when the normal wastage replacement level is attained. S.A.S.(E) has advocated a reduction in the existing qualifying period from 5 years to 4 years. While I am convinced that the present practice is sound, there may be some justification for relaxation in the existing policy in view of the present day circumstances.

20(a) Mr. Ajobo has suggested in his minute that officers who, under the existing rules, were required to do less than 5 years before becoming eligible for promotion to Scale X may be allowed to enter the scale at an enhanced entry point if the proposed reduction in the waiting period of those who are required to do 5 years is upheld. I disagree with this suggestion because, in my view, such officers have been adequately compensated on their appointment by allowing them to enter Scale A at an enhanced entry point. As a matter of fact, the decision to make them serve on Scale A for only 3 years was motivated by the desire to attract them to the Service; otherwise, since they have already been allowed to enter Scale A at an enhanced entry point than their colleagues who spent less time in the University, there was no justification for making them to serve for a lesser period on Scale A before qualifying for promotion to Scale X. The proposal in Mr. Ajobo's minute amounts to according them double advantage which in my opinion, would be difficult to defend. I have discussed this with him and he has magnanimously agreed that the idea should be dropped. You should bear this in mind when dealing the the matter.

20(b) The other point in Mr. Ajobo's submission to which I wish to invite attention is his suggestion that an officer promoted from the G.E.C. to the Admin. Class should be required to serve the full 5 years before qualifying for promotion to Scale X. I have explained to him that such a suggestion may have the practical effect of retarding the progress of brilliant members of the G.E.C. because we know from experience that there are some members of the Class who are equally as good as experienced Admin. Officers and to require such

officers to vegetate for another 5 years before qualifying for promotion to Scale X may cause frustration and may make a complete nonsense of their promotion. While I favour the continuation of the practice whereby service in the G.E.C. may be taken into consideration in determining the eligibility of officers transferred from that Class to Scale A post, I would agree that the policy of direct promotion to Scale X calls for a review. In my opinion, members of the G.E.C. in the higher rungs of the promotion ladder in the Class who have already completed five years before their promotion to the Admin. Class, should be allowed to serve for a minimum period of one year before considering them for promotion to Scale X, subject of course to successful completion of the papers of the compulsory examination for Admin. Officers unless they are eligible for exemption by virtue of the salary point at which they enter Scale A. You should discuss this aspect with S.M.G. & H.S. before you commit yourself too far.

21. Another matter which you should pursue is the recent conversion of Federal officers holding Scale A1 posts to Group 8 by the Federal Ministry of Establishments. Before Elwood, Federal Scale A1 was more or less the equivalent of our Scale X since it was the promotion grade above scale A. At one of the N.C.E. meetings held last year, it was unanimously agreed that Scale A1 officers should not be converted to Group 8 except those who have reached salary points within Group 8 range as indiscriminate conversion would certainly cause considerable embarrassment to the other State Governments. Notwithstanding the agreement reached at that time, the Federal Ministry of Establishments had issued a circular converting all their Scale A1 officers to Group 8 and this was done before the expiration of the date line set for the comments from other Public Services to reach Lagos. Mr. Ajobo will show you the file. A strongly worded letter has been sent to the Federal Ministry of Establishments on this matter but there has been no reply from Lagos. Our Scale A officers have been

asking questions about it and this is an explosive problem which I suggest you handle very carefully.

Management Services Division

Whitley Council

22. Please see paragraphs 28 and 29 of my previous notes relating to the timetable for holding the meetings of Whitley Councils. It has not been possible to meet with individual Whitley Council since the beginning of the year but a number of meetings have been held with the Joint Whitley Councils to discuss matters of common interest to them. S.A.S.(M.S.) is pursuing matters outstanding which he will no doubt bring to your attention. Important ones among them are:

1. Resuscitation of Departmental Canteens.
2. Staff Clinic for Workers in the Secretariat.
3. Overseas Training Courses on trade unionism for members of the Staff sides of the Whitley Councils.

Relationship with all the three Whitley Councils has been very cordial. Having regard to your experience in local government field, you should have no difficulty in dealing with them.

Fringe Benefits

23. The Supreme Military Council has now taken a decision on fringe benefits for workers. You will see the summary of Conclusions on them at pp. 313 - 319, 323 - 325, 346 - 347 of file E. 151. I should like to invite your attention to the minutes at pp. 326 - 329 of the file regarding the special dispensation which H.E. has granted to workers in this State by authorising the retention of the existing rates of basic and mileage allowances. The conclusions of the Supreme Military Council as modified by the special concession granted by His Excellency were discussed at the meeting of the Joint Whitley Councils held on the 28th of April, 1970.

S.A.S.(M.S.) will show you the minutes of the meeting. It has been agreed, for the reasons given in para. 2 of S.M.G.'s minute at p. 328 of the file referred to above, that the effective date for the introduction of the changes affecting workers in this State should be the 1st of January, 1971 and not 1st April, 1970. There are some demands arising from the Conclusions of the Supreme Military Council which the three Whitley Councils have made^{and} which you should pursue. These are:-

1. Children Separate Domicile Allowance

As you are aware, Children Separate Domicile Allowance was abolished in this Public Service many years ago. But in the Conclusions of the Supreme Military Council, it was decided that the allowance should be abolished for indigenous officers throughout the Federation but that where an officer was on duty or study course, the duration of which (outside Nigeria) was one year or more, the allowance should be payable. The three Whitley Councils unanimously called for the resuscitation of Children Separate Domicile Allowance in the West to the extent allowed by the Supreme Military Council's decision. All efforts to make them give in failed and they insisted on parity of treatment in this regard with their counterparts in other Public Services.

2. Warm Clothing Allowance

As you will see in W.N.G.O. 20301, this allowance is payable at the rate of £40 to an officer sent on in-service training course overseas provided he has not previously received an outfit or warm clothing allowance

from the Government fund at any time during his career. In other words, an eligible officer can only draw the allowance once in his service career. The Supreme Military Council has agreed that the new rate should be £50 and that it should be payable not more than once in every five years. The three Whitley Councils unanimously pressed that this new rate and the condition of eligibility should apply equally to civil servants in the Western State Public Service.

24. When these two points have been cleared, it would be necessary to issue a circular letter to all Heads of Departments implementing the Conclusions but I suggest that this should be done towards the end of the year.

Control of Expenditure

25. Each month, S.A.S.(M.S.) will refer to you an expenditure statement showing current and cumulative expenditure under each sub-head of the Estimates for this Ministry. This is intended to keep you informed of the trend of expenditure. You should examine this very carefully to ensure that the rate of spending is carefully regulated.

Review of General Orders

26. Our Public Service Manual is long overdue for revision. Some months ago, it was thought that Mr. McGrath might be able to assist in bringing our General Orders up to date and also in preparing a comprehensive index for the G.Os but due to his pre-occupation with the Piper Commission of Inquiry assignment, it has not been possible to release him for this job. As you are probably aware, he is due to leave on retirement in less than two months' time. However, it is proposed to assign this task to a senior officer and

in answer to a minute which S.M.G. & H.S. referred to me on it some time ago, I advised that whoever was assigned the job should work in close collaboration with this Ministry as most of the materials required for the exercise are available here. You should keep track of this and ensure that the assignment is undertaken as soon as possible.

Motor Vehicle Advance

27. Please see paragraph 31 of my previous notes on the Committee set up to review the question of eligibility for Motor Vehicle Advance and Basic Allowance. The report of the Committee has not yet been released but S.A.S.(M.S.) informed me that it would be submitted any time from now. The three Whitley Councils have been pressing that the report should be released without any further delay.

Staff List

28. Another edition of the Staff List is being prepared by S.A.S.(M.S.). It would be necessary, however, for you to ensure that it is issued in time.

RECRUITMENT AND TRAINING DIVISION

29. You should please note the plan I had in mind for stepping up the effectiveness of the Training School in manpower development which I mentioned in para. 36 of my previous notes. S.A.S.(R. & T.) will brief you on the various courses in progress in the Training School.

Audit and Accounting Courses

30. Action on the Audit and Accounting course discussed in para. 38 of the notes should now be suspended because a national 3-stage course for all grades of staff engaged in auditing and accounting duties is being evolved for all the Public Services in the Federation. The three stages are as follows:

- (i) A three-month course for clerical officers;
- (ii) A nine-month course for the more experienced clerical officers which would be used for selection for promotion to the executive grade;
- (iii) A 24-month course which would lead to the award of the proposed Nigerian qualification in public accounting and auditing.

A decision to this effect was taken at the last National Conference on training of accounting and audit officers in the ^{Country's} Public Services held at the Institute of Administration, University of Ife from the 5th to 6th of January, 1970 - see file RT.2/829. The Conference was summoned to consider among other things the future approach to the training of accounting and audit officers employed in the Public Service and the desirability of awarding Nigerian qualifications in public accounting and auditing.

31. The need for the new training approach is necessitated by a number of factors:

- (a) the lack of senior officers who are professionally qualified and have the time or disposition to further the training of the junior staff recruited;
- (b) recent trends in the expansion of governmental activities which tend to make the functions of Government more complex than before;
- (c) the inadequate management accounting arrangements which are commonly found in Government Ministries; and,
- (d) the need to introduce new management techniques to cope with rapid environmental changes.

The Conference agreed that any training scheme to be evolved should be directly linked to progression in the Service. After ruminating on the proposed course, I raised a number of points which would not appear to have been given due consideration by the Conference before arriving at the conclusion reported in the report of the Conference. Please see my minute at pp. 58-61 of the file referred to above. In particular, the effect of superimposition of the new class of professionally qualified accountants on the existing structure would not appear to have been fully examined. S.A.S.(R. & T.) has addressed a letter to the Director of the Institute of Administration bringing some of my observations to his attention.

Certificate Course in Administration

32. The Institute of Administration is, in consultation with this Ministry, organising a six-month Certificate Course in Administration for the members of the General Executive Class. The provisional syllabus for this course was discussed at the last meeting of the Staff and Curriculum Committee of the Governing Board of the Institute and I promised to examine closely the syllabus with a view to suggesting any modifications which might be considered necessary. A meeting of the G.E.C. Advisory Committee was held on the 2nd of June to scrutinize the provisional syllabus and it was agreed that some additions and deletions should be made in the subjects proposed. Please ask S.A.S. (C.C.P.) to show you the minutes of the meeting in which the proposed amendments will be clearly reflected when produced. You should also note my minute at p. 6 of RT.2/833/T dated 29/5/70 on the method of selecting candidates for the course. You will note in this file that the course is a work-improvement course designed for members of the G.E.C.

who have at least 5 years' experience and it is only in very exceptional circumstances may officers with less than five years' experience be selected.

33. You should also note the suggestion in para. 38 of my previous notes regarding the need to evolve a suitable 9-month course for prospective promotees to the A.E.O. grade. I have asked S.A.S.(R. & T.) to prepare a suitable syllabus which he is working on. Action should be speeded up as the exercise for another intake of suitably qualified officers into the G.E.C. is now almost overdue.

Standing Committee on Training

34. You are the Chairman of the Meeting of the Standing Committee on Training. A meeting of the Committee was summoned for the 4th of June for the consideration of in-service training proposals for the 1970/71 financial year but it has had to be postponed as it clashed with another appointment at the Public Service Commission which, although came later, had to take precedence over the S.C.T. meeting. Having regard to the present financial position of the State, training courses to be financed from the vote should be accommodated within the allocation approved for each Ministry, a list of which is kept in the Recruitment and Training Division.

35. One of the things which I had intended to do was to get each department to prepare a projected programme of its training needs for a period of say 5 years which will be subject to appraisal annually. This will assist in the consideration of nominations for training courses on which papers are received from time to time from overseas organisations. I have observed the tendency on the part of a good number of departments to want to take advantage of every course irrespective of whether it is relevant to the needs of the department or not

~~mines~~ Another point to watch is that nominations for overseas courses may be approved only when local facilities for mounting the courses are not available. It is also not advisable to approve the nomination of an officer who cannot multiply himself on his return.

Vacation Job

36. In a few weeks' time or perhaps a few days, this Ministry would be besieged by undergraduates of the various Universities in the country, seeking vacation employment. The scheme for vacation job for undergraduates is designed for indigent students as a way of giving them some kind of financial assistance. S.A.S.(R. & T.) will be principally responsible for the processing of their appointments.

Posting of Members of the General Executive Class in the Training School

37. You will need to consider the desirability of changing round the teaching staff in the Management Wing of the Training School after they have remained there for 3 years or more so as to afford them the opportunity of gaining experience in some other Ministries. This is particularly necessary because of the wishes of a good number of the members of the G.E.C. to be considered for admission into the competition for promotion to the Admin. Class. Since selection is based on special aptitudes and administrative abilities displayed by this class of officers in the performance of their duties, it would not be advisable therefore to keep them for too long on duties where such qualities cannot be easily assessed.

CENTRALLY DEPLOYED DIVISION

Administrative Staff Advisory Committee

38. Please see para. 42 of my previous notes regarding your responsibility as Secretary of Admin. Staff Advisory Committee. A meeting of the Committee is scheduled for

the 3rd week in July and the points which I ^{have} noted down for discussion are:-

1. Promotions within the Administrative Class:
 - (a) to superscale posts - Mr. Babalola, S.A.S.(CCP) is preparing a list of vacant posts in the Class;
 - (b) to the Principal Grade - a list of those eligible for consideration for promotion to this grade has already been prepared and Mr. Babalola will show it to you. Please also see my minute to S.M.G. & H.S. at pp. 19-20 and his reply at p. 21 in O.M.G. file C. 157 regarding Mr. Adesiyun, which you will find in your pending tray.
2. Postings.
3. Acting Appointments.
4. Responsibility allowance for Mr. Ajayi - this officer has been performing the duties of a Divisional Officer for some 2 years without any remuneration. He could not be appointed to act in the post because of his low position in the seniority list, and since H.E. has specifically directed that officers in the field should not be disturbed in their present positings, other arrangements could not be made to send another officer to take over from Mr. Ajayi. You will need to clear this with S.M.G. & H.S. before including it in the agenda.
5. Increase in the rate of acting allowance for substantive Administrative Officers, Class III acting in Group 8 posts and who are now being paid at the rate of 50%.
6. Any other matters.

You should discuss with S.M.G. & H.S. at least a day

before the date of the meeting.

Competitive Examination for Entry into the Administrative Class

39. Under the present arrangement a circular is sent out to Heads of Departments every year inviting applications from those who wish to participate in the competition for admission into the Administrative Class. From practical experience, this arrangement calls for a change but you will have to agree a new procedure with the Public Service Commission before it is introduced. At present, selection of officers to be admitted into the competition is based purely on the qualities displayed by members of the General Executive Class who have applied, having regard to the specification of the qualities required of the members of the Administrative Class. In the last exercise, however, one officer petitioned against his non-selection and went to the extent of engaging in acts of jiggery-pockery. The most interesting aspect of this unprecedented incident is the support which he received from a senior civil servant under whom he had worked previously who surprisingly waded into it. You will wish to see pages 884-889 of file E2102, Vol.VI.

40. I suggest that the new procedure which you might put to the Public Service Commission should be:

- (a) to examine the records of all members of the G.E.C. and select those officers whose records are outstanding and who have been adjudged as suitable material for the Administrative Class;
- (b) forward their names to the Joint Selection Committee for onward transmission, if the Committee agrees, to the Public Service Commission where the final selection would be made;

- (c) only those who are selected by P.S.C. should be informed of their selection but those who are not keen in participating in the competition would be free to drop out.

In other words, the present practice of sending a circular round might be stopped as it has in practice created some problems. I must say that you have to go strictly by principle and make sure that you can defend any stand you take in this matter any time, anywhere.

Appointment to Executive Officer Grade

41. Recently the General Executive Class Promotion/Selection Board carried out an exercise for the appointment of Diplomates of Technical Colleges to the General Executive Class as Assistant Executive Officers. Fourteen candidates who scored stanine 4 and above in the test conducted by W.A.E.C. were invited for interview. Only 4 out of the fourteen invited had stanine 5 and above, the remaining 10 scored stanine 4. At the interview, it was discovered that candidates with stanine 4 performed much better than those with higher scores. As a matter of fact, the best seven at the interview were those with stanine 4. We had the same experience when the interview for the selection of Confidential Secretaries-in-Training was conducted. Because of the consistency in our observation, we arrived at the conclusion that there was no correlation between the interview and the aptitude tests conducted by W.A.E.C. which would appear to have inverse relation. This might be due to the fact that the tests were of a general nature. See my minute on my reactions to the situation at p. 217 on file SP/S. 321.

42. I was invited to the Public Service Commission on the 30th of April to explain the value we had placed on the test administered by W.A.E.C. since, they observed,

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selection of the candidates recommended to the Commission for appointment was based on the interview performance. I deposed that the test was only used as the basis for inviting the candidates for interview but the Commissioners were apparently not satisfied and it was their view that more emphasis should have been placed on the tests. I left them in no doubt that notwithstanding W.A.E.C.'s claim that the test was not an aptitude test, it was and still my opinion that it was not more than an intelligence test which could only test the breadth and not the depth of the knowledge of the candidates, particularly as they were required to answer 105 questions in 100 minutes. No matter what area is covered in a test in which candidates are required to answer too many questions within a very short time, such a test can only give an indication of the intelligence quotient of the candidates. From your experience as an assessor in the extended interview exercise, you would have known that a candidate cannot be failed or passed on the basis of his performance in an intelligence test. I formed the impression that the Commissioners were not satisfied and they informed me that they would be communicating their decision to this Ministry which has not come up till the time of writing these notes. My fear is that undue weight might be given to the W.A.E.C. test. In matters of recruitment, the Commissioners are the ultimate authority. It is my view, however, that recommendations of the Selection Board should be given due weight before taking any decision on appointment matters, especially as they declined to interview the candidates themselves. Please also see para. 34 of my previous notes on another case similar to the one discussed above.

Recruitment to the Confidential Secretary Cadre

43. According to the provisions of the current Schemes

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of Service for the Secretarial/Stenographer Class and the Reporting Staff, appointment to the Confidential Secretary Cadre is open to female candidates only, while the Reporting Officers Cadre is reserved primarily for male candidates. Originally, male and female candidates were eligible for appointment as Secretary-Typists as they were then known before 1959. In introducing the Secretarial/Stenographic Class in 1959, Government decided to reserve the Class for females because it was felt that the duties of a Secretary/Stenographer did not consist only in taking down dictations in shorthand and transcribing them. Reception of official visitors was considered an important aspect of the work of a Confidential Secretary/Stenographer and ladies, by their feminine nature, are generally speaking, more suited for such duties. The Official Reporter Cadre which was created later was to provide advancement prospects for former male Secretary-Typists. Those who were found suitable for absorption into the General Executive Class were transferred to the Class. As you are probably aware, Official Reporters Grades II and III formed combined establishment before the publication of Establishment Circular No. 1/1969 and promotion to Official Reporter Grade II of those who had acquired the requisite speed qualification i.e. 140 w.p.m. Shorthand and 50 w.p.m. Typing did not depend on vacancy. In the Confidential Secretary Cadre, however, the speed qualifications for promotion to C.S. Grade II were 100/50.

44. Because of the rigidity of the provisions of the Scheme of Service for the Confidential Secretary Cadre, male Confidential Secretaries could not be promoted to higher grades, and Official Reporters Grade III without 140 w.p.m. shorthand could not be advanced to O.R. II, whereas their colleagues in the Confidential Secretary

Cadre were eligible for promotion to Grade II with their 100/50 which, up till now, forms a distinct establishment. My predecessor, Chief Thomas, therefore had to ask for special dispensation to enable male Secretaries who were already in the class to be granted equal opportunities of advancement as their female colleagues. It was also agreed that Official Reporters Grade III (male and female) who had 100 w.p.m. shorthand and not 140 as stipulated in the Scheme of Service should be granted parity of treatment with their counterparts in the C.S. Cadre.

45. Following the issue of Establishment Circular 1/1969, the posts of Official Reporter Grades III and II were abolished and the post of "Official Reporter" substituted. The structure in the O.R. Cadre is now as follows:

Stenographer	-	Scale D2,3
Official Reporter-		Scale C(E)2,3,4, entry point at \$675.
Senior Official Reporter	-	Scale C(E)5.

As at now, the only promotion avenue open to male Stenographers is to the Official Reporter Cadre whereas in the case of female Stenographers, promotion lies either to C.S. III or to Official Reporter. Many of our competent male Stenographers have resigned and gone to pick up more lucrative jobs elsewhere and there are many more on the fence.

46. The present position of male and female members of the Secretarial/Stenographic and Official Reporter Cadres is as follows:-

C.S. Grd. I		C.S. Grade II		C.S. Grade III		O.R. including O.R. Grade III		Stenographers	
Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
2	4	6	22	-	49	12	4	24	38

The present policy is over 10 years old and a number of problems have arisen since it was introduced in 1959. The persistent nature of these problems certainly calls for some measure of relaxation in the existing policy in the interest of the Service generally. The rate of wastage among female Secretaries is very high indeed; so also is the incidence of maternity leave. There have been many instances where female Secretaries were reluctant to do overtime and in some cases where the ladies were willing, their husbands at home might not take kindly to it. There is also the difficulty of posting female Secretaries to ad hoc assignments outside Ibadan. Besides, there are a number of duty posts in the Confidential Secretaries Cadre which would appear to be more effectively filled by male officers. Such duties exist in the Judicial Department and also in the field stations of the Ministry of Local Government. These problems may partly be responsible for the reluctance of some top officers to accept female officers as their Secretaries. I know at least three Permanent Secretaries who have always insisted on having male Secretaries. The statistical data which I asked S.A.S.(CCP) to obtain showed:

- (a) that the vacancies in the two cadres as at 1st May, 1970 were as follows:

O.R.	-	18
C.S. I	-	1
C.S. II	-	11
C.S. III	-	23
Stenographer-		52

- (b) ^{that} L Thirteen female members of the Secretarial/ Stenographic Class were on maternity leave as at 1st May, 1970;
- (c) ^{that} L Twelve members of the Class (5 female Secretaries, 4 female Stenographers and 3 male Stenographers) resigned their appoint-

ments between January, 1969 and May, 1970.

- (d) ^{that} Five female members of the Class were on leave without pay as at 1st May, 1970.

47. The relaxation which I consider necessary is to allow deserving male Stenographers to be promoted to Confidential Secretary Grade III if they possess the requisite speed qualifications and also evidence on having successfully completed training in English, Secretarial Practice, and Office Routine. But I would still advocate that the Confidential Secretary Cadre should be primarily for ladies (and not only for ladies as at present) in which case it would be necessary to regulate the entry of male candidates into the cadre particularly as those who will come in by promotion are officers with humble educational qualifications. I suggest therefore that not more 20% of the authorised establishment for C.S. Grade III is reserved for male officers i.e. a ratio of 1 male officer to 4 female officers. There will of course be equal opportunities for all those admitted into C.S. Grade III, male or female. I will also wish to suggest that the intake into the Civil Service Training School for the formal secretarial course should continue to be restricted to females.

48. I suggest that you take this matter up first with S.M.G. & H.S. and if he agrees, you should then refer it to the Commissioner for Establishments before approaching P.S.C. to seek the concurrence of the Commissioners for suitable amendments to be reflected in the Scheme of Service for the Secretarial/Stenographic Class.

Promotions: G.E.C. and Secretarial/Stenographic Class

49. We have fixed a promotion exercise for the 12th of June when the G.E.C. Promotion Board would consider the promotions of

- (a) officers within the G.E.C.;

and (b) the two Confidential Secretaries Grade III who have obtained the qualifications for promotion to C.S. II.

S.A.S.(CCP) is assembling the necessary papers and he will brief you on the procedure to be adopted. I suggest very strongly that in submitting your recommendations to P.S.C., you should indicate the effective date of promotion in each case. In the case of the two Confidential Secretaries, the appropriate date should be the 1st of the month following that in which the ladies obtained the qualifications for promotion to C.S. Grade II.

Posting

50. His Excellency has directed that Miss Thomas should on her return to the country, be posted to his office vice Mrs. Kuforiji who should return to the Training School.

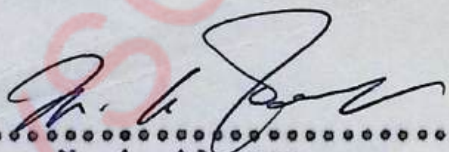
General

51. I had it in my plan to resuscitate the meeting of Senior Assistant Secretaries to provide a forum for exchange of ideas on problems affecting personnel administration in all the departments. It was an effective means of consultative management when it was in operation and you may wish to consider the possibility of reviving it.

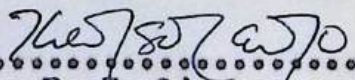
52. G.O. 18407 provides that in order that the fullest advantage may be taken of the knowledge and experience gained by officers sent on in-service training, every officer returning from such training must immediately prepare a report of his training and submit four copies to his Head of Department who should arrange for each report to be carefully studied and useful information disseminated to all the interested staff. The G.O. further provides that a copy of the report should be

forwarded to the Treasury with brief notes showing what action has been taken on it. For some time, this regulation has not been observed and it has been my wish to bring the provisions of the G.O. to the attention of all Heads of Department. If you consider this necessary, you may wish to take action accordingly.

Officer handing over,
8 June, 1970.

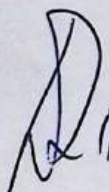

.....
M. A. Ademosu

Officer taking over,
8 June, 1970.


.....
T. I. Ojo

SMG & HS

p. 110 - 142 sub'd pl.


11/6/70
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CONFIDENTIAL



TELEPHONE: IBADAN 21011/

TELEGRAMS: PERMESTADS

MINISTRY OF ESTABLISHMENTS AND TRAINING

.....DIVISION

PRIVATE MAIL BAG No. 5001 · IBADAN · WESTERN STATE OF NIGERIA

Your Ref. No.....

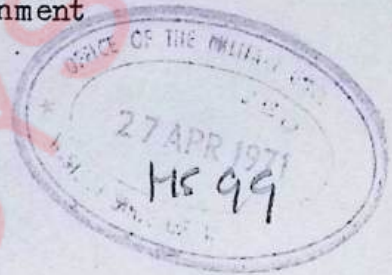
All communications on this matter
should be addressed to the Permanent
Secretary quoting

Our Ref. No. E.2023/217.....

HS 22/5.2

Date..... 26th April, 1971

The Secretary to the Military Government
and Head of Service,
Office of the Military Governor,
Ibadan.



Handing Over Notes

I forward herewith a copy of my handing-over
notes to Mr. J. M. Akinola for your information.

T. I. Ojo
(T. I. Ojo),
Ag. Permanent Secretary.

CONFIDENTIAL

ARCHIVES

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Handing-over Notes from Mr. T. I. Ojo to
Mr. J. M. Akinola

As you are aware this Ministry is a regulatory Ministry and is concerned primarily with interpretation and enforcement of the various rules and regulations governing the conditions of Service. In this connection it is responsible for regulating departmental establishments, promoting improvement in departmental organisations and in the systems and procedures for carrying out government business generally.

2. The Ministry is divided into five functional divisions, namely (1) Establishments Division, (2) Recruitment and Training Division, (3) Organisation, Methods and Complementing Division, (4) Management Services Division, and (5) the Centrally Deployed Classes and Pensions Division.

Establishments Division

3. The Establishments Division handles matters relating to the grading of posts, departmental establishments i.e. the determination of number of posts, at various levels, necessary for the departments to carry out their functions, structure of wages and salaries, remunerations for posts in the civil service and Schemes of Service. The preparation of Scheme of Service is an important aspect of the work of this Division. The Scheme of Service sets out the entry requirements for each grade in the Public Service and the prospects for advancement for all officers in each cadre. At present action is going on to produce revised as well as fresh Schemes of Service reflecting the revised conditions of service as promulgated in the White Papers on the Elwood Report. It is the Ministry's intention, when work is completed on the new Scheme of Service, to have them printed and bound into a handbook to be entitled "Guide to Careers in the Western State Public Service" which will be offered for sale to the general public. Such a publication will bring to the notice of the public at large what opportunities there are in the Public Service of this State.

Adebo Salary Review and Wages Commission

4. Towards the end of 1970, the Adebo Commission sent out questionnaire to the various Government in the Federation calling for a multitude of data which it required in connection with its assignment. The questionnaire was completed and returned to the Commission. Following the release of a first report submitted by the Commission to the Federal Military Government the Supreme Military Council approved the Commission's recommendations for the payment of an interim cost of living allowance of £2 a month for junior staff, both established and unestablished, earning salaries not exceeding £500 p.a. and an award of 1. 7d. a day for daily-paid workers. The award is effective from 1st April, 1970. Two Circulars have been issued to implement the recommendations (please see Circular Letter No. E.172/54 and E.172/T/21 dated 28th January, 1971 and 30th March, 1971 respectfully). You will observe that the latter circular tried to correct an anomaly inherent in the operation of the 5-day 40-hour working week in this State under which workers were paid the grant of 1s. 7d only for 5 days in the week instead of six days in the week where a 6-day 40-hour week system is in operation.

National Council on Establishments

5. The Establishments Division is also the channel of communication with the National Council on Establishments. The main function of the National Council on Establishments is to ensure, as much as possible, uniformity in the conditions of service in the various Public Services in the Federation. In accordance with the directive of the Supreme Military Council no government in the Federation can introduce a new condition of service nor alter the existing ones without first clearing such proposals with the National Council on Establishments. The objective is to avoid causing embarrassments to other Governments in the Federation. The meeting of the National Council on Establishments has been scheduled to take place in

Lagos from the 18th to 21st May, 1971. Already action is in progress in the relevant files on draft memoranda which are being prepared for the meeting. You may wish to attend this meeting personally or delegate your deputy and the Principal Assistant Secretary (Establishments) to represent the State. I wish to point out that the forthcoming meeting is the meeting of officials of the National Council on Establishments. There is also the meeting of Commissioners for Establishments which normally deals with matters referred to them by the meeting of officials. The Commissioners in turn sometimes refer matters to the Supreme Military Council either for final decision or for approval. The venue of the meeting of officials is at the Federal Ministry of Establishments, Independent Buildings, Lagos.

Proposed Reorganisation of the Establishments Division

6. It has been found that the work-load in the Division is such that ^{with} the present size of staff in that Division some delays are almost inevitable in spite of the fact that officers are working ~~so~~ hard and at the risk of their health. The O. & M. Division of this Ministry has undertaken an exercise and has submitted its report with proposals aimed at improving the present organisational set-up and its efficiency. The report is contained in file ED.1/269. I regret I have not been able to take action on the report primarily because its implementation will involve the creation of additional posts which under the present circumstance is not likely to succeed.

Recruitment and Training Division

7. This Division manages the Civil Service Training School which has been established to provide facilities in a number of fields. The School is divided into 3 wings: namely, Management, Secretarial, and Local Government Wings. The Secretarial Wing runs basic courses for Confidential Secretaries-in-Training and improvement courses for Typists, Stenographers, Confidential Secretaries and Official Reporters. In addition to these courses

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the Wing also organises general grading tests in Shorthand and Typewriting as well as in English for serving officers. The Management Wing of the School handles Courses for officers other than members of the Secretarial/Stenographic Class and Typists. The courses include induction courses for newly-appointed officers of all grades and improvement courses for serving officers. This year, it is proposed to mount 12-months courses for Assistant Executive Officers-in-Training in general duties, accounting and auditing. The Local Government Wing was previously under the Ministry of Local Government and Chieftaincy Affairs and was merged only recently with the Civil Service Training School. Two types of courses are run for officers of local government councils in the State. These are:-

- (a) Six weeks course for Clerical Officers, and
- (b) Six months course for the more senior Clerical Officers.

The six months-course is designed with a view to training the officers for responsible positions in the unified local government service.

8. The Division also co-ordinates the in-service training programmes of all Ministries which are financed from Government funds. It also deals, in collaboration with the Ministry of Economic Planning and Reconstruction, with courses under Technical Assistance provided by foreign countries. From time to time we receive training offers from various overseas Governments and organisations including:

- (1) U. K. T. A.
- (2) U. S. A. I. D.
- (3) Western Germany
- (4) Japan
- (5) India, etc.

Staff of the Training School

9. For some time the staff of the Training School i.e. Instructors, have been agitating for a new Scheme of Service which will provide them with brighter prospects for advancement.

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They are also contending that the headship of the School should be chosen from one of their Class. Specifically they could not appreciate the need of an Administrative Officer being posted to the School as Training Officer. Rather they feel that the post should be occupied by one of their Class. We have given thought to possible improvements in the set-up of the School but one point that has to be considered seriously is that the School is not established for training of Secretarial/ Stenographic Class alone and one wonders whether, in fact, the Management Wing or the Local Government Wing can properly be run by an officer in the Instructor Cadre. We are at present making enquiries from other States where there are similar institutions as to what their set-up is. I will urge that you give urgent attention to this issue so that a decision may be taken early as to the future of the staff of the Training School. The Deputy Permanent Secretary, the Principal Assistant Secretary (Establishments) and the Principal Assistant Secretary, (Recruitment and Training) are conversant with this problem and will be prepared to discuss with you at your earliest convenience.

Organisation, Methods and Complementing Division

10. The Organisation, Methods and Complementing Division was established essentially to provide advice aimed at improving the efficiency of administrators on the question of Organisation and Methods. However the scope has been expanded with a view to achieving maximum efficiency in terms of economy, speed, effectiveness and accuracy. The objective now is to ensure that maximum output is achieved through a minimum use of resources and time. Efforts are currently being made to strengthen this Division of the Ministry to enable it undertake studies on records improvement, administrative development, research on Management Analysis, and so on.

...../6.

11. Recently the Division has been asked to undertake an exercise ^{in respect} of this Ministry in order to make proposals for necessary adjustments in organisation or an improvement in methods with a view to improving efficiency. From time to time we get request from ministries and departments for O. & M. exercise mostly with a view to supporting cases made for additional staff or for upgrading of posts.

Management Services Division

12. The Management Services Division deals with the domestic affairs of the Ministry i.e. appointments, promotions and discipline of junior staff and management of funds voted for the Ministry. In addition to this, however, it is responsible for matters relating to conditions of service of all civil servants including fringe benefits and the interpretation and application of various rules and regulations as well as the review of the rules and regulations when necessary. The Division also acts as channel of communication between the Ministry and the various Whitley Councils. It convenes meetings of the Councils at your request and ensures follow-up action as and when the need arises.

Centrally Deployed Classes and Pensions Division

13. This Division deals with matters relating to members of the Centrally Deployed Classes e.g. appointment, promotion and discipline. Members of the Centrally Deployed Classes are:-

- (a) The Administrative Class,
- (b) The General Executive Class, and
- (c) Secretarial/Stenographic Class.

As you will see, these Classes embrace officers who do not belong to a particular Ministry and who are liable to serve in any of the Government departments.

14. The Division also handles pension matters including pension policy and the day to day administration of retirement benefits schemes for officer and employees of government.

Elwood Report

15. The Elwood Grading Team was set up in December, 1964 by the then Federal Government on behalf of the five Governments of the Federation with the following terms of reference:-

"To enquire into any anomalies in the gradings and other conditions relating to all posts in the Public Services of the Federation, with a view to determining appropriate gradings and achieving uniformity in the salaries of officers performing identical duties in the various Services and to make recommendations."

The Team submitted its **report** in April, 1966 but because of the crisis in the country, consideration of the report had to be delayed. The National Council on Establishments commenced deliberations on the report in November, 1968 and its recommendations in respect of posts on the incremental scales formed the substance of the First White Paper which was approved by the Supreme Military Council in May, 1969 as the Joint Conclusions of all the Governments in the Federation. The decisions embodied in the White Paper have been implemented in this State in the Ministry of Establishments Circular No. 1/1969 which issued in August, 1969. The revised conditions promulgated therein represent substantial improvements in the conditions of service of officers in the affected grades particularly in the junior sector of the service. The highlights of the revised conditions are:-

- (i) the provision of a new Scheme for accelerated advancement for officers on the D and E scales who are able to pass the departmental combined confirmation and advancement tests at 75%. Such officers on the D Scale could advance from £210 on Scale D1 to £343 on D3; while those on £219 on Scale E1B could advance to £349 on Scale E3;

- (ii) the provision of schemes for the advancement of officers on the 'F' scale to the standard grades on Scales D and E;
- (iii) the extension of the scale for Assistant Executive Officers and Assistant Technical Officers from Scale C(E)1 and C(T)1 to Scale C(E)1,2 and C(T)1,2 respectively; and those for Executive Officers and Technical Officers from Scales C(E)2,3 and C(T)2,3 to Scales C(E)2,3,4 and C(T)2,3,4 respectively;
- (iv) the introduction of a through scale for Typists under which any serving Typist with no higher speed than 25 words per minute could, subject to satisfactory work and conduct, progress along the entire scale F1,2,3 by normal annual increments; while those who are able to achieve higher speeds i.e. 35 or 50 words per minute are eligible for immediate accelerated advancement to Scales F2 and F3 respectively;
- (v) the regrading of Messengers from Scale G1,2, to G1,2,3 and Head Messenger from Scale G3 to G4;
- (vi) the regrading of Watchmen and employees of equivalent status from Scale G1 to G1,2;
- (vii) the introduction of vastly improved structure for Motor Drivers and Motor Driver-Mechanics;
- (viii) the regrading of Staff Nurses from Scale N1,2 (£294 - £476) to Scale C(T)1,2, (£476 - £855) and Staff Midwives also from Scale N1,2 to Scale C(T)1,2 with special entry point of £458;
- (ix) the regrading of Midwives Grade II from Scale G3 (£183 - £219) to Scale EIB, C, 2 (£198 - £397);
- (x) the introduction of enhanced rates of travelling allowance for the various levels of officers under which the minimum rate per night payable (even to the unestablished staff is now 5/-);

- (xi) the abolition of the practice requiring officers to pay part of their ordinary board and lodging bills whilst staying in an hotel on official duty;
- (xii) the provision of parallel schemes of advancement for the various cadres in the public service.

16. The Second White Paper which was approved last year by the Supreme Military Council deals with posts in the Superscale sector of the service. Its basic objective is to rationalise nomenclatures and gradings of administrative and professional posts in the public service and to introduce a standard pattern in such matters in various public services in the Federation. The gradings of a number of posts have been adjusted to reflect the appropriate levels of responsibilities. The White Paper also includes modifications to certain aspects of the First White Paper designed to remove a few anomalies with a view to improving further the conditions of service of the staff concerned. An Establishment Circular implementing the decisions in the White Paper has been issued as Establishment Circular No. 1/1970.

17. While on Elwood Report I will like to invite your attention to some points of dispute between this Government and the Whitley Council II and the Technical Whitley Council arising from implementation of Elwood Recommendations. The most important points of dispute are:-

- (i) Effective date of the Second White Paper on Elwood, paragraph 44 of the Second White Paper. The Union requests that changes promulgated in the White Paper should take effect from 1st April, 1969 that is the date on which the decisions contained in White Paper No. 1 took effect;
- (ii) Overlapping in structure of salary scales C(E) and C(T). The Union wants the overlapping in salary scales for the post of A.E.O. Scale C(E)1,2 and E.O. Scale C(E)2,3,4 to be removed;

- (iii) Extension of Scales D1,2,3 and E1B, C, 3 to D4 and E4 respectively;
- (iv) Assistant Executive Officer in Training programme; the Union's request is that the training programme be shelved until item (iii) above is resolved;
- (v) the redesignation of former Principal Accountant as Senior Accountant;
- (vi) Provision of Group 7 post in the General Executive Class;
- (vii) Advancement scheme for Stenographers, paragraph 11c (iii) of Establishment Circular No.1/1970. The Union is opposed to the effective date of 1/4/70 approved for eligible Stenographers to be advanced to Scale D3.

With regard to item (iii) above the former Military Governor, during a negotiation with the Whitley Councils, directed that as a first step more posts of D4 and E4 be created. He also told the Union that he had been informed that the structure of the standard clerical and technical cadre through the Federation would be reviewed at the National level. Following his directive a meeting was held with the Whitley Councils in the Office of the Secretary to the Military Government and Head of Service and at that meeting it was agreed that additional 25% of the existing D4 and E4 posts be created in order to relieve the alleged congestion in D3 and E3 posts. Please see file ED.1/207/33. As a result of this agreement and in consultation with the leaders of the two Whitley Councils proposals for the distribution of additional posts to Ministries and Departments had been submitted. A copy had been forwarded to Secretary to the Military Government and Head of Service. You will have to ensure that the additional posts are reflected in the final approved Estimates for 1971/72.

Whitley Councils

18. Whitley Councils meetings provide a forum for collective bargaining in the Public Service. There are three Whitley Councils, namely (1) Whitley Council I for Senior Staff,

(2) Whitley Council II for Junior non-technical staff and
(3) Technical Whitley Council for professional and technical grades. Regular meetings are arranged to brief the staff associations on current developments in the workers conditions of service and to listen to their views so that adequate steps would be taken in meeting their demands or in resolving any point of dispute between the Ministry and the Councils. Apart from the regular meetings emergency meetings are arranged to discuss matters that require urgent attention. The leaders of these associations are free to approach you informally at any time and make enquiries on matters of interest to them.

19. For the first time, this year male students are to be recruited as Confidential Secretaries-in-Training in the Training School. The reason for making this experiment is that experience has shown that we lose a high proportion of our female Confidential Secretaries due to family reasons and we also find it difficult to post them to stations outside Ibadan. An aptitude tests for candidates have held on Saturday, 24th April, 1971 this should be followed in due course by personal interviews and selections of the candidates for training.

Revision of General Orders:

20. Chief N.O.A. Akinyemi, Permanent Secretary on Special Duties is, at present handling revision of the General Orders. He had submitted draft of the revision to this Ministry for our comments. The Management Division is preparing the comments. You have to keep an eye on that.

Vacation Job

21. The policy on this is to give vacation job to indigent students or those whose courses of study require practical work like Agriculture, Veterinary etc. Now that Government is paying £100 per annum to all undergraduate it is not considered that any of them could now be described as indigent. Accordingly a proposal has been made for a revision of the existing policy. The file has been minuted to His Excellency, through Secretary to the Military Government and Head of Service (See file RT.202).

22. Please do not hesitate to contact me any time you consider it necessary.

Officer handing over
26th April, 1971

7he757270
T. I. OJO

Officer taking over
26th April, 1971

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F. M. AKINOLA

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P 143 ffg. are submitted
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CR

28/4/71.

CONFIDENTIAL156
TELEPHONE: IBADAN 21011/355
24268

MINISTRY OF ESTABLISHMENTS AND TRAINING

PRIVATE MAIL BAG No. 5001 · IBADAN · WESTERN STATE OF NIGERIA

Your Ref. No.....

All communications on this matter
should be addressed to the Permanent
Secretary quoting

Our Ref. No. E. 2023/259.

Date - 5th October, 1971.

The Secretary to the Military
Government and Head of Service,
Office of the Military Governor,
Agodi, Ibadan.

Handing Over Notes

pages 157-184
att
I forward herewith for your
information a copy of my handing-over
notes to Mr. J. O. Afolabi who took over
from me as Permanent Secretary, Ministry
of Establishments and Training.

(J. M. Akinola),
Permanent Secretary.

CONFIDENTIAL

HANDING OVER NOTES FROM MR. J.M. AKINOLA
TO MR. J.O. AYOUBI

I took over the administration of the Ministry five months ago and the handing over notes passed on to me by Mr. T.I. Ojo (P. 218) are still by and large valid. I would therefore advise that you take a quick look at them.

2. The Permanent Secretary for this Ministry operates with ^a ~~the~~ D.P.S. and five heads of divisions: P.A.S. (E), P.A.S. (R&T) P.A.S. (M.S.) P.A.S. (C.C.P) and O.M.C.O.

ESTABLISHMENTS DIVISION:

3. The Establishments Division is one of the five Divisions of this Ministry. The Senior Staff complement for the Division consists of 1 Principal Assistant Secretary (Head), 3 Assistant Secretaries and 1 Executive Officer. The P.A.S. submits to or through the D.P.S. matters which have to be decided above the level of the former. The functions of the Establishments Division, briefly, are as follows:-

(i) Grading of Posts:

Proposals by Heads of Departments for the creation of new posts or for changes in the nomenclatures and gradings of existing posts are examined by the Establishments Division. Such changes, if supported by this Ministry, require prior clearance with the other Governments in the Federation through the Secretariat of the National Council on Establishments before they are submitted to the Executive Council for approval.

Proposals affecting the Administrative Class

particularly at the superscale level, require prior clearance with the Head of the Service, who is Head of the Class before submission to the Cabinet for approval.

(ii) Departmental Establishments:

Proposals for increases or decreases in the existing establishments (i.e. in the number of posts) by Heads of Departments under their Personal Emoluments vote as well as in their monthly-rated unestablished staff are examined by the Establishments Division. Where considered necessary, the O.M.C. Division is asked to carry out a physical examination of the work-load in the institution or office for which the additional staff is sought. Where changes proposed do not involve the re-grading of any post, prior clearance with the N.C.E. is not necessary.

Any variations in the establishments of Administrative Class posts, particularly at the superscale level (whether involving increases or decreases) which this Ministry supports, require prior clearance with the Head of the Service before submission to the Executive Council for approval.

(iii) Clearance of draft Executive Council Memoranda:

All proposals for consideration by the Executive Council which are made the subject of an Executive Council memorandum and which have establishment implications must, as a rule, be cleared with this Ministry since such memorandum must indicate that the establishment proposals therein are supported by the Commissioner for Establishments and Training. Where the Commissioner for Establishments and Training

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- 3 -

does not support and the Commissioner for the Ministry concerned is ^{sent} ~~being~~ on taking the proposals to the Cabinet, the views of the former must be incorporated in or attached to the EXCO. memo. for the Cabinet to see before taking a decision.

(iv) Structure of Salaries and Wages:

Work under this item comes up usually with the setting up of Salaries and Wages Review (or Revision) Commissions or of Grading Teams arising from the recommendation of Salaries Commissions. The supply of data required by such Commissions or Grading Teams for the preparation of reports is part of the exercise under this item, so also are the activities connected with discussions at the National Council on Establishments on the preparation of the draft of Government White Paper on the Commission's or Grading Team's Report. Recent examples are the two Government White Papers on the Elwood Report which were implemented in Establishment Circulars No. 1/1969 and No. 1/1970 and the Adebo Salaries and Wages Review Commission's interim award of temporary Cost of Living Allowance which was implemented in Establishment Circular No. 1/1971. The Commission's final report submitted recently to the Government is to be considered by the Supreme Military Council in October, 1971.

(v) Applications to fill vacancies:

In compliance with the Treasury Board's standing directive, Heads of Departments wishing to fill vacancies on their establishments have to obtain the approval of this Ministry. In such applications, the urgent need for the filling of the vacancies must be established.

It is essential that you should keep an eye on this function of the 'B' Division.

(vi) Remuneration for part-time duties:

This could be classified into two broad *categories*:

- (a) employment of non-civil servants for part-time work in the Government service, e.g. part-time lecturers in a Trade Centre in the Ministry of Education;
- and (b) civil servants undertaking part-time work outside the civil service, e.g. a graduate civil servant undertaking part-time teaching in a University or private institution.

The remunerations payable under category (a) above are already laid down and all this Ministry has to examine is the need for the employment of such part-time lecturers. As regards category (b), the significance of the extraneous assignment and its probable effects on the officer's normal duties are some of the factors taken into account, so also is the size of the fees drawable.

(vii) Matters relating to Voluntary Agency Teachers:

Matters relating to Voluntary Agency Teachers are primarily the responsibility of the Ministry of Education. But issues touching on salaries and other conditions of service which the Ministry of Education intends either for submission to the Executive Council for approval or for discussion at the National Council on Establishments are forwarded to this Ministry and are handled by the Establishments Division.

(viii) Schemes of Service:

The Division has responsibility for the processing of new and revised draft Schemes of Service in respect of the posts in the Western State Public Service. Action is currently in progress on

the revision of all schemes of service to reflect the new Elwood structure.

(ix) Establishment matters in respect of the Statutory Corporations and Boards.

At the moment, the Office of the Military ~~Government~~ ^{Governor} has responsibility for establishment matters in respect of the Statutory Corporations and Boards and State-owned Companies in the State. That office, however, relies on advice from this Ministry on such matters.

A new salary structure based on the Ani Report was approved by Government for the Corporations in December, 1970 with effect from 1st April, 1969. The Head of the Establishments Division played a leading part in that exercise. The D.P.S. was also a member of the Job Evaluation Committee which was subsequently set up by Government to examine the gradings of all superscale posts in the Corporations and Boards and State-owned Companies.

(x) Staff Matters:

The bulk of circulars and circular letters issued by this Ministry, or by any Ministry of Establishments for that matter, emanates from the Establishments Division. These give guidance on various aspects of the conditions of service for the various grades of civil servants. The substance of the circulars and circular letters are later condensed and incorporated in the Public Service Manual as new General Orders or as amendments to some old and obsolete ones. Despite efforts made to couch circulars, circular letters and General Orders in clear and comprehensible language, occasions sometimes arise when personnel officers in some Ministries or Departments have difficulty in correctly interpreting and applying the provisions of these regulations and they are therefore obliged to approach this Ministry for guidance.

Moreover, situations also sometimes occur which are either not covered at all, or not covered adequately, by any of the existing circulars or regulations. These are the kind of cases generally described as "staff matters".

(xi) Award of incremental credits for pre-appointment experience:

Recognized pre-appointment experience usually attracts incremental credits on the basis of one increment for each complete year of experience. Hence applications are received in the Establishments Division from time to time from Heads of Departments for the award of incremental credits to officers in their Ministries/Departments who are eligible for such awards. The Division examines the authenticity of the claim, the relevance of the experience, and the arithmetical accuracy of the length of period involved; and then determines the appropriate enhanced entry point on the relevant salary scale.

(xii) Re-engaged Pensioners - Policy:

The question of whether any pensioner should be re-engaged is a matter for the Recruitment & Training Division which, subject to the approval of the Permanent Secretary, has to give or refuse to give the usual clearance to the Public Service Commission for the pensioner to be re-engaged. But the terms and conditions of service of re-engaged pensioners is a matter for the Establishments Division.

(xiii) Promotion - Policy

(xiv) Acting Appointments - Policy

(xv) Seniority - Policy

These are primarily matters within the competence of the Public Service Commission but occasions do arise when the P.S.C. finds it necessary to seek the advice of the Ministry of

Establishments and Training on these matters
Before taking a decision on a specific case.

(xvi) Contract Addition - Policy

The actual offer of contract appointment to an individual is a matter for the P.S.C. following clearance with the R. & T. Division of this Ministry. But what rate of contract addition is payable in any post is a matter for the Establishments Division.

(xvii) Clearance of draft indents and advertisements:

As a rule, all draft indents and advertisements submitted to the P.S.C. are cleared with the R. & T. Division of this Ministry before they are published in the gazettes and in the press. The R. & T. Division, in turn, clears the terms of such draft indents or advertisements with the Establishments Division.

(xviii) Co-ordination of matters relating to the National Council on Establishments:

The P.A.S.(E) co-ordinates all matters, whether relating to the civil service or to the Voluntary Agency Teachers, which are to be discussed at the National Council on Establishments. The co-ordination consists essentially in keeping track of all actions going on in various places on matters that are still extant at the N.C.E. As he attends all meetings of the N.C.E., Official and Ministerial, he has to assemble files, briefs, etc. on all subjects to be discussed at those meetings. Some of these subjects are matters for other Divisions of this Ministry (e.g. C.C.F. and M.S. Divisions) or for other Ministries, e.g. Ministry of Education regarding teachers, etc. The P.A.S.(E) himself prepares briefs on subjects which come within the purview of the Establishments Division. After each meeting and

on the receipt of the N.C.E. minutes, extracts are made into all the relevant files for follow-up action. For subjects relating to other Divisions or Ministry, the relevant conclusion extracts are sent to the appropriate schedule officers for follow-up actions.

Matters requiring urgent attention:

4. Your attention is invited to the following matter requiring further necessary action :-

(i) Establishment Proposals for 1972/73:

Following the Ministry of Finance's circular requesting Heads of Departments to submit, not later than 15th October, 1971, their Advance Proposals for 1972/73 in respect of their Recurrent Expenditure, an Establishment Call Circular was issued on the 8th of September asking Heads of Departments to submit their 1972/73 Establishment Proposals to this Ministry not later than 20th September. To date, only three Departments viz: Ministry of Local Government and Chieftaincy Affairs, High Court of Justice and Local Government Service Board, have responded. A reminder has however been issued to those Heads of Departments whose proposals are still outstanding. The proposals so far received are now being examined by the Establishment Division. In view of the rather tight time-table set by the Ministry of Finance, I suggest you give this matter your personal attention.

(ii) Meeting of the National Council on Establishments:

A meeting of Commissioners responsible for Establishment matters in the Federation (otherwise referred to as the Ministerial meeting of the National Council on Establishments) is scheduled to take place at Port Harcourt in November, 1971 on dates to be announced later by

the Secretary, National Council on Establishments. The meeting will be preceded by that of Officials (i.e. Permanent Secretaries of Establishments Ministries or their representatives) at the same venue. These meetings were originally scheduled for last August but had to be postponed until after the Supreme Military Council has considered the Final Report of the Adebo Salaries and Wages Review Commission. As announced recently, the Commission's Report will be considered by the S.M.C. sometime in October.

Some memoranda for the Port Harcourt meeting have been received from the Secretariat of the N.C.E. and these are now being processed in the Establishments Division.

(iii) Re-organisation of the Establishments Division

The Establishments Division is the most hard-pressed Division in this Ministry. On discovering that the existing staff is inadequate to cope with the continually expanding scope of work in the Division, I instructed the O.M. & C. Division to carry out a survey of the volume of work and recommend a suitable complement of staff. The exercise revealed the urgent need to reinforce the Division with the provision of 2 new posts of Senior Assistant Secretary, Group 8 and 2 additional posts of Assistant Secretary, Scale X/A, the existing post of Executive Officer being suppressed. An EXCO. memo was accordingly put up but unfortunately the proposals, particularly those in respect of the superscale posts, did not receive the support of the Head of the Service. I have sent the file to S.M.C. & H.S. with a request for an appointment to discuss the matter further. In the interest of the Establishments Division, and indeed of the Ministry, I feel that

something ought to be done urgently to provide the Division with additional staff. You will surely wish to take the matter up with the Head of Service.

(iv) Office Accommodation:

Coupled with the problem of inadequate staff is the problem of inadequate office accommodation. You will have noticed that the Establishments Division is one of the Divisions most adversely affected by shortage of office accommodation. The P.A.S.(E) is obliged to have his Secretary in his office, while each of his schedule officers also has to have in his office his Clerk, Typist and filing cabinets. This state of affairs is conducive neither to the health of the officers themselves nor to the efficient performance of their duties. The whole question of office accommodation for the Ministry is being handled by the P.A.S.(M.S.) and I suggest you look further into the matter.

(v) Staff Changes in the Establishment Division:

Mr. E. A. Ajobo, P.A.S.(E), is being posted to the Ministry of Education with effect from 1st October, 1971 and is to be replaced by Mr. O. B. Okuboyejo, Administrative Officer, Grade III.

The Temporary Executive Officer in the Division, Mr. G. A. Ajibulu, has had his appointment terminated and will be leaving the service on the 15th October, 1971. Unless there are prospects of the proposed additional staff materializing soon, I suggest that a replacement for Mr. Ajibulu be provided as early as possible.

(vi) Adeyemi College of Education:

This institution has been transferred to the University of Ife with retrospective effect

from 1st October, 1970. But the Executive Council has approved a transitional period of one year i.e. 1st April 1971 to 31st March, 1972, for the completion of all the processes of the transfer. During this period, the existing staff of the institution would be seconded to the University. The last meeting of the Committee set up to work out the mechanics for effecting the transfer was held on the 8th September, 1971 and was attended by the P.A.S.(E) on behalf of this Ministry. At this stage, this Ministry has no action to take in the exercise, but P.A.S.(E) will keep you informed of further developments.

(vii) Briefs for the Commissioner for Establishments and Training:

Whenever an EXCO. memo. in which this Ministry is involved is listed on Council agenda, the Commissioner for Establishments and Training is usually provided with a brief for use at the Cabinet meeting. The brief is prepared by the appropriate Head of Division and vetted by the D.P.S. before it is submitted to the P.S. The Commissioner may also require the P.S. himself or, subject to clearance with the P.S., any other officer in the Ministry to accompany him to the meeting.

(viii) Cocoa Project Development Unit:

This World Bank-Financed Project was recently approved by the Cabinet with effect from 1st September, 1971. The top Management posts for the Project are :-

Project Manager - £3,600 - 4,500

Deputy Project Manager - £3,000 - 4,000

Financial Controller - £4,000

Senior Credit Officer - £1,500 x 100 - £2,500

Auditor - - do -

Admin. Officer - - do -

On the directive of EXCO. and ad hoc Committee under my Chairmanship has examined the salary gradings of these posts and submitted its report to the S.M.G. & H.S. via P.S.M.A.N.R.

The Cabinet also approved, among other things, the provision of one Administrative Officer for the Project "for a period not exceeding six weeks" to enable the Unit take off. An urgent action is required on this matter.

(ix) Conditions of Service for State Commissioners

You may probably already have seen the S.M. G. & H.S.'s circular on this subject. This Ministry's copy of the circular is enclosed in Secret File E.137.

(x) Adebo Salaries and Wages Review Commission

As indicated in sub-paragraph 2(iv) above, the Adebo Commission has submitted its final report to Government and this is scheduled for consideration by the Supreme Military Council sometime in October, 1971. In the meanwhile, I would suggest you study the report.

RECRUITMENT AND TRAINING DIVISION

5. The Head of the Recruitment and Training Division is Mrs. P.F. Ogunlade and the functions fall into 2 main categories viz:-

- (1) Recruitment Matters
- (2) Training and Staff Development.

(1) Recruitment Matters

The Division does not undertake recruitment in the sense of actual appointment of persons; that function belongs to the Public Service Commission.

(a) Advertisements:

All advertisements for vacant posts in the service are cleared with this division in order to ensure that they conform with the laid down provisions in the relevant Schemes of Service.

(b) Recruitment of Expatriates:

The division offers advice on the Recruitment of Non-Nigerians and ensures that expatriates are engaged only in posts for which no suitably qualified Nigerians are available. When a satisfactory case is made for the employment of expatriates into cadre posts, having considered the vacancy situation, recruitment prospects and response to advertisements on the post, a Nigerianisation Certificate is issued with your approval. Overseas Officers under the various Technical Assistance Schemes also help in the recruitment of expatriate officers. This category of officers have different conditions of service and in most cases they are paid fixed monthly or yearly allowances and not the salaries attached to the posts which they occupy.

(c) Re-engagement of Pensioners:

Pensioners can only be re-engaged in a post for which there is no suitable established officer available. When an application is submitted for the re-engagement of a pensioner therefore, a convincing case has to be

made that there is no established officer in that department who can fill the post either in a substantive or acting capacity. The pensioner is normally engaged on month-to-month terms in accordance with W.N.G.O. 02804.

(d) Vacation Job for Under-graduates:

Up till last year long vacation, Government policy on vacation job was to offer vacation employment to 2 categories of students viz:

- (1) Indigent Students.
- (2) Students whose courses of study require practical work e.g. Agriculture, Veterinary, Medicine, etc.

The policy was reviewed this year and vacation employment was thrown open to every student of Western State origin in view of the fact that Government now pays £100 bursary award to every student of Western State origin.

(e) Departmental Promotions Board Meetings:

The Principal Assistant Secretary (Recruitment and Training) is a member of all Departmental Promotions Boards as well as the General Executive Class Selection and Promotion Board.

(2) Training and Staff Development:

Training is carried out at two levels - locally and abroad. The local training of certain categories of officers (e.g. members of the centrally deployed classes and the Clerical Officers) is carried out in the Civil Service Training School while the more technical and highly specialised training of middle-level manpower is carried out by the Ministries/Departments e.g. the training of Agricultural Assistants, Survey Assistants and Nurses. The Civil Service Training School is divided into three sections viz: Management Wing, a Secretarial Wing and a Local Government Wing.

(a) The Management Wing

The Management Wing offers courses to all grades of serving officers. Such courses include induction courses for newly recruited officers and improvement courses for all grades of serving officers (from messengers upwards) except for members of the Secretarial/Stenographic class and typists, who are catered for by the Secretarial Wing. The Secretarial Wing runs basic courses for Confidential Secretaries-in-Training and improvement courses for Typists, Stenographers, Confidential Secretaries and Official Reporters. It also organises general grading tests. At the moment the exercise for the recruitment of new Confidential Secretaries-in-Training has just been completed and the course is expected to start shortly. For the first time, male students have been recruited as Confidential Secretaries-in-Training in the School. It has been necessary to do this because a high proportion of the female Confidential Secretaries are lost yearly and due to family reasons, it has been difficult to post female secretaries to stations outside Ibadan.

(b) The Secretarial Wing:

As a result of complaints received in the Ministry on the standard of performance of the products of the Secretarial Wing, a meeting was held with the Permanent Secretary to find solutions to the problem facing the school with a view to improving the quality of the products. Matters arising from this meeting are as follows:-

- (1) To approach the Ministry of Education for the release of an expert in English to examine the Training School present

curriculum in English and make recommendations as to how it could be improved.

- (ii) Approach the Ministry of Education in connection with the filling of the vacant post of an English Tutor.
- (iii) To make arrangement for a periodical review of the performances and conduct of the students through the issue of a weekly or monthly report on their work.
- (iv) Preparation of a comprehensive code of conduct to be given to each student.
- (v) Withdrawn from the Public Service Commission the applications for transfer to the cadre of Instructor submitted by the 2 Confidential Secretaries who returned from training last year.
- (vi) All the five Confidential Secretaries who have now completed the course of training should be considered for the 2 vacant posts of Instructors at the end of a 3-month trial period.
- (vii) In-Service-Training to be arranged for at least one Instructor once in every two years, and the Training Officer should compile a list of relevant courses.
- (viii) The Deputy Permanent Secretary will make in due course, a submission to the Permanent Secretary on the new Scheme of Service for the Instructors Grade.
- (ix) The local representative of the Ford Foundation to be approached for assistance in repairing the faulty French Laboratory and also the Training Officer should contact the University of Ibadan, Department of Modern Languages to find out how that Department maintains its language laboratory.

Action has been taken on all except (vi).

(c) Local Government Wing:

The Local Government Wing was formerly of the Ministry of Local Government and Chieftaincy Affairs, but it has now been merged with the Civil Service Training

School. At the moment, the wing organises two main courses for officers serving in the various Local Government Councils viz:

- (1) Six-Week Course for unconfirmed Clerical Officers; and
- (11) Six-month course for the more senior Clerical Officers, who are being prepared for entry into the Unified Local Government Service.

Most of the Overseas training courses are under written through Technical Assistance Schemes made available to us by Foreign Governments and Agencies notably, the United Kingdom (United Kingdom Technical Assistance) and the United States Agency for International Development (USAID), India, Japan, etc. Such offers of training are dealt with by this division in collaboration with the Ministry of Economic Planning and Reconstruction.

6. The Standing Committee on Training - The composition of the Committee is as follows:

- (1) Permanent Secretary,
Ministry of Establishments and Training - Chairman
- (2) Chief Inspector of Education,
Ministry of Education - Member
- (3) Chief Agricultural Project Planning Officer,
Ministry of Agriculture and Natural Resources - "
- (4) Organisation, Methods and Complementary Officer,
Ministry of Establishments and Training - "
- (5) Principal Assistant Secretary (Planning)
Ministry of Economic Planning and
Reconstruction. - "
- (6) Principal Assistant Secretary
(Recruitment and Training) - "
- (7) Training Officer - Secretary.

It is the duty of this Committee to consider and approve the Training Programmes of the various Ministries/Departments. The Committee met in July this year to consider the 1971/72 Training Programmes of Ministries, Follow-up actions are being taken on the minutes of the meetings.

MANAGEMENTS SERVICES DIVISION

7. The Management Services Division of the Ministry is at present headed by Mr. D.A. Folorunsho and is responsible for the general administration of the Ministry and for the interpretation and enforcement of the provisions of the General Orders throughout the other Ministries and Departments. In this connection, the Division is responsible for initiating changes in the provisions of the General Orders when necessary in the light of past experience and of fresh decisions taken by the Government. Any such change is always the subject of an Executive Council Memorandum. The conclusion of which should be embodied in circular letters seeking the compliance of all Ministries/Departments.

8. Whitley Councils: One of the most important responsibilities of the Division is that relating to the three Whitley Councils, that is, Whitley Council I, Whitley Council II and the Technical Whitley Council. The Division is responsible for arranging the meetings of the Councils, each of which is required to meet quarterly. The councils can hold joint meetings on matters of common interest as and when desirable. A meeting of the Staff sides of the Whitley Council II and the Technical Council has been arranged for 10 a.m. on Wednesday 6th of October, 1971, to brief them on Government's decision to participate in the National Provident Fund in respect of its established non-pensionable staff.

9. Meeting of Permanent Secretaries: The Principal Assistant Secretary (Management Services Division) used to be the Secretary to the meeting to Permanent Secretaries. The Secretary to the Military Government and Head of Service has now directed on p. 311 of File E.2044 that the Deputy Permanent Secretary should now act as Secretary. The meeting is held monthly but the actual date and time of each meeting is decided by the Secretary to the Military Government and Head of Service whose convenience should be sought on each occasion.

10. Confirmation and Advancement Tests of Clerical and Stores Staff

These tests are conducted twice a year under the provisions

of W.N.G.O. 02204. The Management Services Division is responsible for:

- (a) the issue of circular letters inviting candidates for the examinations;
- (b) the allocating of examination numbers to the candidates;
- (c) the preparation of question papers;
- (d) the dispatch of question papers to Ministries;
- (e) arrangement for marking;
- and (f) compilation of results and summary of passes and failures, Ministry by Ministry.

11. Besides the above functions which are of general applicability, the Division is also responsible for the following functions within the Ministry:

(i) Administration and General:

The Administrative and General Branch of the Division is responsible for the internal administration of the Ministry. This branch is headed by a Senior Executive Officer.

(ii) Passages Section:

The Passages Section handles the leave arrangements for contract officers in accordance with the Provisions of the General Orders. It also handles application from officers to proceed on Overseas Leave. In addition, it is responsible for the preparation of the staff list and for the consideration of applications for changes in dates of births. The criteria for the consideration of applications for changes in dates of births has been laid down in this Ministry's recent Circular letter No. AD.4/98/Vol.III 652 of 19th August, 1971.

(iii) The Self-Accounting Section:

The Self-Accounting Section is responsible for the preparation of salaries and allowances, keeping of Principal books of Accounts, rendering monthly

returns of expenditure, reconciliation of accounts etc. An Executive Officer (a/es) is in charge of the Section.

12. Abolition of the Central Staff Canteen:

Following the abolition of the two-shifts system of work, the Central Staff canteen was dissolved. The Departmental canteens have therefore been resuscitated to provide snacks and soft drinks for officers. Arrangements are in hand to redeploy as cleaners in the various Ministries the former Canteen Stewards. A draft Memo, seeking Cabinet's approval to create a new post in this Ministry to accommodate the former Canteen Supervisor is being cleared with the Ministry of Finance. It is proposed to retain her for the purpose of supervising food served in the various Departmental Canteens.

13. Revision of the General Orders:

For some time now efforts have been made to revise the General Orders. Mr. F.D. McGrath was first assigned to the job. He was later joined by Mr. Ojerinola and both of them produced a draft which Chief N.O.A. Akinyemi forwarded to this Ministry for comments. The draft is being studied in the Management Services Division.

CENTRALLY DEPLOYED CLASSES AND PENSIONS DIVISION:

14. Mr. A. A. Babalola who has headed this Division for some two years has been posted to the Ministry of Health and is being replaced by Mr. B. O. Oladuji, Administrative Officer Grade II. The functions of the Division are :

- (i) some of the matters relating to Administrative Class.
- (ii) all matters relating to the General Executive Class and
- (iii) all matters relating to the Secretarial/ Stenographic Class.

15. Administrative Class:

(a) To some extent the Division is responsible for the appointment, promotions, acting appointments and postings

of members of this class. The S.M.G. & H.S. is the head of the class and the Chairman of the Administrative Class Advisory Committee. Other members of the Committee are : Permanent Secretary, Ministry of Establishments and Training, Permanent Secretary, Ministry of Finance, Permanent Secretary, Ministry of Local Government & Chieftaincy Affairs, Permanent Secretary, Office of the Military Governor and the Solicitor-General and Permanent Secretary, Ministry of Justice. Although the S.M.G. & H.S. is the head of the Class, this Ministry serves as the secretariat for matters to be considered by the Advisory Committee. This Division will assist you in making posting proposals in respect of members of this class for the consideration of the S.M.G. & H.S. when the Committee is not meeting. I suggest that you should be conversant with the disposition of all members of this class, and possibly the dates of their present postings, as this will be useful in making proposals. Every month this Ministry prepares disposition lists to show the movements of members of the class, but unfortunately we are sometimes not up-to-date in this exercise because of shortage of staff in the Division. You will, therefore, need to bring up-to-date the disposition list as a useful base for future exercises.

(b) As regards promotion within the class you will be required to prepare the necessary briefs, always six copies, for the use of the Committee. The files which you need for this exercise are kept in the Confidential Registry of the Office of the Military Governor. You will contact the Confidential Registrar for these files which should be returned to him as soon as the exercise is completed. The forms which you require for the preparation of the briefs contain both the grading of the Heads of Departments who completed Part II of the reports as well as the promotion grading by the Head of the Class.

16. GENERAL EXECUTIVE CLASS: By way of general comments I should say that this class is a very sensitive class apparently because of the cumulative problems of the class over the years

and partly because promotions, etc. in the class have been a little slow in the past. Generally one tends to get the impression that there is some dissatisfaction within the class. I suggest, therefore, that you keep an eye on petitions and protests made by individuals or groups of individuals before you take decisions on promotions, acting appointments and postings. Having said this I will like to invite your attention to the following issues :-

(i) Competition to Administrative Class: The Public Service Commission sends out call notices every year indicating what procedure should be adopted in the selection of members of the General Executive Class for competition to the Administrative Class. It is your duty to invite Ministries in the light of the P.S.C.'s letter to send names of those who wish to compete. The names of those who have indicated their wish to compete are compiled and brought before the General Executive Class Advisory Committee for consideration and recommendation to the P.S.C. The P.A.S. in-charge will need to prepare comprehensive briefs in respect of each officer such that the Committee will be in a position to make reasonable recommendation. I suggest you glance through File E. 2102.

(ii) Promotions: Unfortunately, we have not been able to conduct the promotion exercise to the grades of Senior Executive Officer and Higher Executive Officer mainly because we have been trying to collect all Confidential Reports for this year. We have now come to the stage when we can begin to set in motion the machinery for such promotions. There is a General Executive Class Selection/Promotion Board which is responsible for consideration for promotion within the class. The Board is made up to yourself as the Chairman in your capacity as the Head of the Class, the Auditor-General, the Commissioner of Internal Revenue, the Accountant-General, the Principal Assistant Secretary (R. & T.), P.A.S.(C.D.C.P.) and a representative of the Public Service Commission. Priority should also be given to the consideration of officers in the

Clerical Grade for promotion to the Grade of Assistant Executive Officer because the exercise was not carried out last year. We have on our list 356 officers who are to be considered for about 60 vacancies. We have consulted the West African Examinations Council to organize an Intelligence Test for these officers on 8th October, 1971. The result will be available on or about the end of October. Thereafter, you will wish to fix a suitable date for interviews.

(iii) Postings and Acting Appointments: I want to sound a note of warning on postings. Within the past few months we have been having some difficulties in the postings of officers in the Senior Executive Officer grade and to some extent in the Higher Executive Officer grade. This is because some officers do not want to be posted away from Ibadan, and had at various times obtained medical certificates to support the need to be retained in Ibadan. My suggestion is that your posting proposals should be based strictly on objectivity and on a set of criteria which you yourself will have to determine depending on the circumstances of each case. I have found useful the criterion of a minimum of three years on a schedule before movement, except in cases where I cannot help it. The Head of this Division makes proposals for postings. There is an Advisory Committee, membership of which comprises the Auditor-General, the Commissioner of Internal Revenue, the Accountant-General and the most senior of the Principal Executive Officers. This Committee operates under your chairmanship and is responsible for considering posting proposals of members of this class.

(iv) Direct Recruitment to the General Executive Class: The usual practice has been to organize aptitude tests for applicants after which the General Executive Class Selection Board meets to interview those who are successful and make recommendation to the P.S.C. This practice will now be changed having regard to a recent letter from the P.S.C. which is enclosed in File E. 50443. In this letter the Commission will now assume responsibility

for recruitment of applicants to the grade of E.O. This Ministry will still be responsible for recruitment to the grade of A.E.O. In this regard the General Executive Class Selection Board will be brought in and the joint procedure of organizing aptitude tests and interviews will still be required. We have not this year initiated direct recruitment to the A.E.O. grade primarily because of the need to consider promotion from the Clerical Grade which was left out last year. You may find it necessary to recruit to the A.E.O. grade later this year or probably early next year depending on your vacancy situation. I suggest that you read through file E. 50443.

SECRETARIAL/STENOGRAPHIC CLASS & OFFICIAL REPORTERS CADRE:

17. All Official Reporters have now been deployed as Confidential Secretaries because of the suspension of the Legislature. Those who were Official Reporters grades I and II before the suspension of the Legislature have since been absorbed as Official Reporters on the recommendations of the Elwood Grading Team. Those who were Official Reporters Grade III have been sent for improvement courses to obtain the qualifying speeds to be absorbed as Official Reporters. Those of them who passed the prescribed speed test have since been absorbed while those who did not will be absorbed as Confidential Secretary Grade III. Those of them who already had 120 w.p.m. in Shorthand are being considered for absorption as Confidential Secretary, Grade II. This has still not been finalised and you will need to take the issue up as soon as possible. Since the publication of Establishment Circular 1/1969 the movement from the grade of C.S. III to that of C.S. II is now a function of the acquisition of the speed of 120 w.p.m. in Shorthand. We have sent practically all our Confidential Secretary, Grade III to the Training School to be given the opportunity of acquiring the requisite speed for consideration for promotion. The result of the last of those sent to the school have just been announced and five of them passed the requisite speed of 120 w.p.m.

and are therefore qualified for consideration for promotion. You will need to arrange to place before the Secretarial/Stenographic Board as soon as possible recommendation for the promotion of some of these officers depending on the vacancies available.

18. CONFIDENTIAL REPORTS: It is the duty of this Division to see that Confidential Reports in respect of the General Executive and the Secretarial/Stenographic Classes are obtained in good time. There is an Executive Officer responsible for this and I suggest that you demand progress reports from him as often as possible, otherwise you will find that the reports are not available when they are needed for the exercise of acting appointments or promotions. The Confidential Reports in respect of Administrative Class are collected by the Office of the Military Governor.

19. PENSIONS: The Pensions Section has been working for some time under some handicap which has arisen because of lack of accommodation. You will have to give the officers in this Section as much encouragement as you can having regard to the circumstances in which they work. In the Advance proposals for next year we have made suggestions for improvement in the staff situation and one hopes that this will improve on the effectiveness of the Section. There are a few outstanding matters in the Pensions Section which require attention within the next couple of months. One is an amendment to the Circular in respect of payment of retirement benefits to non-pensionable and unestablished staff. The National Council on Establishment in Lagos is undertaking the necessary amendment which we hope to receive as soon as possible after which it will be cleared with the law officers before the issue of our own Circular. Another matter relates to a suggestion to centralize all pensions matters which are hitherto scattered all over the Ministries, e.g. matters concerning the teachers are being dealt with by the Ministry of Education. I suggest that as soon as you have the time, you should discuss with Mr. Dada,

N.E.O. (Pensions) on how best to take over this responsibility from the Ministry of Education. One other point relates to a memorandum which will be submitted to the N.C.E. to amend a portion of the Pension Law. This memorandum attempts to remove the age limit of 45 years before voluntary retirement. The P.A.S. (E) will take appropriate action on this matter as soon as N.C.E. has taken a decision on the proposed amendment. Quite recently we have had to take over matters relating to workers compensation from the Ministry of Economic Planning and Reconstruction. The details of the take-over have not been properly worked out and the relevant files are kept with the Head of this Division.

THE ORGANISATION, METHODS AND COMPLEMENTING DIVISION:

20. The Organisations, Methods and Complementing Division is headed by Mr. A. O. Aboaba in an acting capacity. The Division provides advisory services to Departments and Quasi-Government bodies on organisational, procedural and other management problems. Such services include :-

- (a) Better organisation for the execution of Government policies.
- (b) Modernisation of the methods and procedures for carrying out the various functions required for accomplishing Departmental objectives, and
- (c) Finding the simplest, most effective and cheapest means of performing work so that maximum results can be achieved with the minimum expenditure of resources both in men and materials.

The Division also prepares manuals to assist civil servants in the efficient discharge of their duties. It also undertakes periodic staff reviews with a view to advising on maximum utilisation of skills and the elimination of wastage. Through these reviews, the Division offers advice on the adequacy or otherwise of staff, in terms of numbers and quality in the various Departments.

The Division also has responsibility for office mechanisation including advice on suitable office machinery and equipments.

21(1) Assignments on Hand as at 28th September, 1971:

- (a) Ministry of Finance - Review of the Self Accounting system and determination of the staff requirements of the Accounting Division of the Ministry.
- (b) Ministry of Establishments and Training - Comprehensive O & M Review and Manpower appraisals of the Ministry.
- (c) Ministry of Health - Review of the Transport Section of the Ministry.

(2) Assignment Pending:

Ministry of Education - Organisational Review of the Ministry.

(3) Assignments already completed on which Follow up action is required:-

- (a) Ministry of Health - Adeoyo Hospital.
- (b) Ministry of Home Affairs and Information - Comprehensive O & M Review and Manpower Appraisals of the Ministry.

22. The new Commissioner was sworn in barely over a week ago. I have had a few sessions of briefing with him, but there is still some ground to cover in this respect. I have no doubt that you will do this marvellously well. I am sure he too will approach you when in difficulty.

23. I have deliberately gone into great details on the functions of both the Establishments Division and the Centrally Deployed Classes and Pensions Division because the Heads of these two Divisions are being replaced simultaneously with you assuming duty in the Ministry. I hope this helps. However, I am only down the valley and would only be too ready to assist ^{with} ~~in~~ verbal

clarifications of any issues on which you are in doubt.

.....
 (J. M. Akinola),
 Officer handing over.
 ...^{5th}...October, 1971.

.....
 (J. O. Afolabi),
 Officer taking over.
 ...^{5th}...October, 1971.

SMG+HS

Correspondence from p. 156
 is submitted please

(J. M. Akinola)
 CR
 7/10/71

B.U. 1-11-71 ✓

A/g/w

SMG+HS

Above b.u. is submitted please

(J. M. Akinola)
 CR
 1/11/71

P.A.

A/g/w

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