



Office of the Services Commissions

(Central Government)

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4th October, 2021

Permanent Secretaries, Heads of Department and Chief Executive Officers are asked to invite applications from suitably qualified officers in their Ministries/Departments/Agencies to be assigned the following posts in the **Accountant General's Department (AGD)**:

1. **Manager Infrastructure Operations (MIS/IT 6) - (Contract)**, salary range \$4,187,653 per annum and any allowance(s) attached to the post.
2. **Deputy Accountant General (Financial Operations) (FMG/PA 5) (Not Vacant)**, salary range \$4,148,351 - \$4,931,086 per annum and any allowance(s) attached to the post.
3. **Senior Programmer (MIS/IT 5) - (Contract)**, salary range \$3, 273,335 per annum and any allowance(s) attached to the post.

1. Manager Infrastructure Operations (MIS/IT 6)

Job Purpose

Reporting to the Director Information Technology, the Manager Infrastructure Operations will ensure the development, implementation and maintenance of a robust Information Technology Infrastructure platform that can support the demands of the AGD, in its thrust of modernization and automation. The incumbent is also responsible for the Infrastructure and Operations (I&O) function throughout the AGD. This includes Data Centre Operations (rack management, servers, storage, operating environment (A/C, power, lighting), networking and appliances), and network administration.

Summary of the broad purpose of the position in relation to Government's goals and strategies:

- To manage and support the entire operations infrastructure for the AGD to facilitate the establishment and maintenance of appropriate Information Systems;
- To establish and maintain strong, strategic partnerships with vendors and service providers;
- To manage and monitor IT equipment lifecycle and develop technical specifications and recommendations as required;
- To co-ordinate and design comprehensive disaster recovery architecture which includes redundancy at all points of failure;
- To manage and maintain infrastructure at the AGD's Business Continuity Site and support the execution of its Business Continuity Plan as required;
- To establish and maintain a robust printing environment within the AGD by utilizing advanced technology;
- To analyze technology trends and contribute to the development of an ICT strategy, architecture, and delivery processes designed for agility and cost effectiveness;
- Responsible for the technical performance and quality of work produced by direct reports.

Key Responsibilities

Technical:

- Provides sound advice to the Accountant General, the Director Information Technology and other stakeholders on:
 - ✓ Technical and IT infrastructure requirements;
 - ✓ Emerging infrastructure and End User Computing services and technologies having characteristics likely to provide benefit to the efficiency or capabilities of the Department;
 - ✓ Opportunities to apply new technologies or other solutions to challenges facing the AGD's operations and/or business services;
 - ✓ Changes or emerging risks in supplier or product status and capabilities, standards and protocols, or other industry, market, or technology factors that may influence or impact IT systems and processes.
- Provides Infrastructure Services Vision, enables innovation and leverages IT trends that can create business value consistent with the AGD's requirements;

- Leads GoJ-wide, Strategic Technology initiatives to build and maintain key elements of the AGD's enterprise infrastructure, including but not limited to 24x7 Data Centre operations; mobility; and remote access services, ubiquitous (GoJ-wide) Wireless Networks, and Enterprise-scale messaging environments;
- Participates in the development, tracking, optimizing and enforcing of short-term and long-term Information Systems Budgets for the Unit;
- Manages the day to day operations of the Unit guaranteeing the smooth running of all ICT infrastructure;
- Participates in product evaluations, product and service selections, to ensure that pricing, terms, and conditions for supplier contracts meet AGD's and IT standards and requirements while achieving optimal results;
- Manages the design, establishment, and maintenance of a Network Infrastructure for local and wide area connectivity and remote access;
- Conducts technical needs analysis for technology based infrastructure solutions to satisfy the requirements of the AGD, MOFP and other MDAs;
- Ensures that the Unit Administers Network activities and functions for the AGD using information, software, hardware, policies, and procedures to plan, configure, operate, optimize, and troubleshoot networks and communication devices;
- Provides secure access to the network for remote users;
- Manages the deployment of new computer equipment and evaluates the risks associated with adopting new technologies and computer systems;
- Ensures that automated solutions are incorporated to enhance the efficiency of the operations of the AGD, in the provision of infrastructure platforms;
- Assesses and anticipates infrastructure requirements and recommends appropriate actions and resources;
- Provides infrastructure requirements for the development and implementation of systems;
- Participates to ensure that best prices are negotiated with vendors for replacement/new IT infrastructure solutions;
- Manages crisis situations, which may involve complex technical infrastructure problems;
- Ensures effective management of IT assets and achievement of full lifecycle value;
- Monitors equipment logs using appropriate software to aid in the detection and resolution of technical problems;
- Prepares appropriate technical and end user documentation for the Unit and other stakeholders for new infrastructure delivered by the Unit;
- Keeps current with emerging IT trends, and current dominant technologies;
- Ensures comprehensive disaster recovery architecture is maintained and operations are in place;
- Develops security tools, policies and procedures in conjunction with the company's security team;
- Builds and maintains relationships with all internal Units;
- Provides periodic reports as required;
- Signs Job Description and Individual Work Plan.

Strategic Leadership:

- Implements and enforces policies and procedures of the Organization by way of systems that will improve the overall operation and effectiveness of the Unit and the AGD;
- Conducts research and recommends changes to policies, procedures and systems to enhance the functioning of the Unit and AGD;
- Assists with the preparation of the Department's Annual Strategic and Operational Plans and Budget, and supports the Director Information Technology to deliver the Division's Operational Plan in an accurate and timely manner;
- Provides leadership for delivery of 24/7 service operations and KPI achievement - establishes metrics, Key Performance Indicators, and Service Level Agreements (SLAs) to continually improve the performance of IT operations- Participates in the establishment of the strategic and tactical goals, policies, and procedures for the Unit;
- Establishes and implements systems for reporting on work done against stated and agreed Work Plans;
- Assists with the establishment of internal control processes required to manage and grow the Division;
- Meets or exceeds performance targets;
- Deputizes for the Director Information Technology as and when required;
- Leads in the smooth and efficient operation of the Unit through the management of daily operations.

Human Resource Management:

- Plans, organizes and directs the work of direct reports by overseeing the development of performance targets for staff, based on the Corporate Strategic Plan;

- Ensures that direct reports have sufficient and appropriate resources to enable them to undertake their duties efficiently and effectively;
- Provides leadership and guidance through effective planning, delegation, communication, training, mentoring, coaching and disciplinary action;
- Participates in the recruitment of staff for the Unit;
- Recommends transfer, promotion, termination and leave in accordance with established Human Resource Policies and Procedures;
- Identifies competencies gaps and collaborates with the Manager, Training and Development to develop and implement staff development and Succession Plans for the Unit to ensure adequate staff capacity;
- Monitors job specific and environmental factors, implements and promotes Health and Safety policies; and mitigates and minimizes workplace hazards;
- Monitors the performance of staff and ensures effective and objective Staff Performance Management, through timely and accurate completion of the Staff Appraisal process, including periodic reviews;
- Ensures that welfare issues of Unit staff are clearly identified and addressed;
- Performs any other related duty that may be assigned from time to time.

Required Knowledge, Skills and Competencies

Core:

- Good oral and written communication skills
- Good problem solving and analytical skills
- Good customer focus skills
- Results focus
- Integrity

Technical:

- Good knowledge of Information Technology Principles
- Good knowledge of legislations, policies and procedures
- Knowledge of computer systems audit.
- Knowledge of the various related guiding acts, laws and regulations
- Comprehensive and technical knowledge of IT architecture, and technology
- Demonstrated ability to apply technology solutions to business problems
- Extensive knowledge of and experience in Data Centre Operations, telecommunications, network engineering, Data Centre Applications, client/server computing, and production operations support. Specific technologies of note including but not limited to Enterprise Servers, Hyper-V, VMware, Enterprise level SANs, Cisco Voice and Networking, and POE Network Switches
- A deep understanding of the interdependent relationship between infrastructure, information security and the applications/services they enable as well as the criticality of maintaining strong connections between the respective teams within IT
- Excellent understanding of multi-disciplinary nature of IT solutions
- Ability to see the "big picture" across such areas as private and public hosted infrastructure and services, identity management, security, telecommunications, enterprise storage and big data opportunities, end user experience, and training/education
- Functional understanding of project management principles and their application to Infrastructure projects and teams

Managerial:

- Good Leadership Skill
- High Emotional Intelligence
- Good Performance Management Skills

Minimum Required Education and Experience

Essential:

- A Bachelor's Degree from a recognized institution in Computer Science OR Information Technology OR equivalent;
- Incumbent must have technical expertise in IT Systems;
- Experience in related IT disciplines such as data management, hardware platforms, network administration and outsourced systems;
- Proven experience in IT leadership, IT architecture development, organizational enhancement, technology enhancement, and vendor management;
- At least four (4) years' experience, in a related technical IT position and at least two (2) years in a managerial capacity.

Desirable:

- Certification from a recognized IT certifying body.

Special Condition Associated with the Job

- **Physical Demands** - Pressured working conditions with numerous critical deadlines.

2. Deputy Accountant General (Financial Operations) (FMG/PA 5)**Job Purpose**

The Deputy Accountant General – Financial Operations ensures the effective management of the Consolidated Fund to facilitate the timely disbursement of funds to Ministries, Departments and Agencies (MDAs); the effective management of the Treasury Single Account (TSA) and other bank accounts of the Government; oversees centralized disbursements of payments from the Consolidated Fund, and extra-budgetary funds, under the authority of Warrants, including pension payments and salaries. S/he oversees revenue management and compliance as per Section 15 of the FAA Act, ensuring that all receipts/revenue due to the Government are deposited to the designated accounts in a timely and efficient manner, and establishing mechanisms to capture and report on all revenues due to the Government of Jamaica; and overseeing and monitoring appropriations and revenue refunds in keeping with the objective to de-fragment revenues and have it accounted for in the Consolidated Fund per Section 15 of the FAA Act.

Summary of the broad purpose of the position in relation to the Government's goals and strategies:

- To ensure the timely funding of the programmes and projects of the Government in each financial year;
- To ensure the funding of expenditure and clearing accounts of the various MDAs on a priority basis in keeping with the approved warrants and associated schedule;
- To ensure that all Government's statutory payments including the public debt are paid on a timely basis;
- To oversee the management of the Consolidated Fund and ensures that all accounts are reconciled and the reports submitted to the Ministry of Finance and Planning in a timely manner;
- To oversee the payment of pension, all types of advances and contract gratuity and pension gratuity payments for the Public Sector;
- To ensure that salaries for certain Public Sector employees are effected;
- To oversee Revenue Management and compliance as per Section 15 of the FAA Act, ensuring that all receipts/revenue due to the Government are deposited to the designated accounts in a timely and efficient manner;
- To ensure the capturing of and reporting on all revenues due to the Government of Jamaica, and overseeing and monitoring appropriations and revenue refunds in keeping with the objective to de-fragment revenues and have it accounted for in the Consolidated Fund per Section 15 of the FAA Act.

Key Responsibilities***Technical:***

- Ensures and oversees the day to day management of the Treasury Single Account and its component bank accounts;
- Ensures the establishment and maintenance of a revenue collection system in collaboration with the Financial Resources Division to ensure that all revenue due to the Government is collected in a timely and efficient manner;
- Ensures the establishment and maintenance of an expenditure payment system to ensure that all Government obligations are settled in a timely and efficient manner;
- Maintains general oversight over all centralized payments and centralized receipts of the Centralized Treasury Management System (CTMS);
- Oversees the management of Warrant release to MDAs;
- Ensures the maintenance of adequate records and control of recurrent and capital releases;
- Ensures appropriate correspondence with MDAs on capital Expenditure related matters;
- Ensures accurate and timely reconciliation of cash backing with budgetary releases;
- Oversees and ensures monthly reconciliation of Warrant;

- Ensures up to date reconciliations of all TSA Bank Accounts are kept;
- Ensures adequate payment systems are maintained for the disbursements of centralized salary and pensions payments;
- Ensures that the Treasury stays in good financial health by monitoring fund balances and producing detailed Financial Statements;
- Oversees and ensures adequate monitoring of Revenue Transit Accounts for making daily sweeps to the Consolidated Fund;
- Ensures the preparation and submission of Statutory Financial Statements of the Government and any other statements of account required by the Minister of Finance and the Public Service;
- Ensures Revenue monitoring and accounting;
- Ensures the issuance of officially approved forms bearing Treasury Numbers for use in all MDAs to ensure uniformity;
- Monitors the accuracy of all receipts and payments from the TSA, and reporting to the Accountant General to ensure that that cash requirements are accurate to allow accurate forecasting, financial management, and planning;
- Assists the Accountant General to prepare timely and accurate financial management reports, special reports, forecasts and statements on a periodic basis;
- Acts as a liaison officer between the Treasury and other Government Departments in accordance with defined procedures.

Strategic Leadership

As part of the Executive Team

- Plans, organises and directs the work of the AGD, including participating in the preparation of the Department's Strategic Corporate and Operational Plans, and Budgets, and monitors the AGD's achievement against them;
- Develops and reviews as necessary, organizational policies, procedures and regulations for the AGD, and ensures that staff is aware of and adhere to the organization's, policies, procedures and regulations;
- Researches and recommends changes to policies, procedures and systems to enhance the functioning of the Department;
- Ensures staff compliance with relevant laws, regulations, policies, procedures and instructions governing the operations of the AGD;
- Implements and enforces policies and procedures of the Organization by way of systems that will improve the overall operation and effectiveness of the AGD;
- Deputizes for the Accountant General as and when required;

As Divisional Head:

- Plans, develops, organizes, implements, directs and evaluates the Division's fiscal function and performance;
- Leads in the smooth and efficient operation of the Division through the management of daily operations;
- Establishes and implements systems for reporting of work done against stated and agreed Work Plans for the Division;
- Establishes internal control processes required to manage and grow the Division;
- Effects systems for effective customer service delivery and Customer Service Management;
- Meets or exceeds divisional performance targets.

Human Resource Management:

- Plans, organizes and directs the work of the Division by overseeing the development of performance targets for the Division and staff (Divisional Operation Plan) based on the Corporate Strategic Plan;
- Ensures that the Division's staff have sufficient and appropriate physical resources to enable them to undertake their duties efficiently and effectively;
- Provides leadership and guidance through effective planning, delegation, communication, training, mentoring, coaching and disciplinary action;
- Participates in the recruitment of staff for the Division;
- Recommends transfer, promotion, termination and leave in accordance with established Human Resource Policies and Procedures;
- Identifies skills gaps and collaborate with the Manager, Training and Development to develop and implements Staff Development and Succession Plans for the Division to ensure adequate staff capacity;
- Monitors job specific and environmental factors, implements and promotes Health and Safety policies; and mitigates and minimizes workplace hazards;
- Monitors the performance of staff and ensures effective and objective staff performance management, through timely and accurate completion of the staff appraisal process, including periodic reviews;

- Ensures the welfare of divisional staff are clearly identified and addressed;
- Performs any other related duties that may be assigned from time to time.

Required Knowledge, Skills and Competencies

- Expert technical knowledge of Budgeting and Budget Execution
- Knowledge of international Public Sector Accounting Standards (IPSAS)
- Knowledge of Government Accounting
- Sound knowledge of the GoJ Planning and Policy setting process
- Knowledge of banking operations
- **Strategic Vision:** The ability to develop a clear vision of the desired future state of the Department, demonstrate awareness of and or anticipate changing environmental trends, industry opportunities and threats/risks
- **Strategic Planning:** The ability to develop effective plans in keeping with the Department's objectives, including to effectively review policy issues, determine priorities, and set medium and long term goals
- **Performance Management:** The ability to align resources, systems, standards and activities to effectively, efficiently and consistently meet the goals and strategic objectives of the Department are met in a consistent, effective and efficient manner
- **Analytical Thinking, Decision Making, and Problem Solving:** The capacity to analyze problems promptly, choose between alternatives, and effect meaningful solutions
- **Collaboration and Team Work:** The ability to be a collaborative business leader, and an inspiring professional who shows a genuine intention to participate and work co-operatively with others in pursuit of team goals
- **Leadership and Team Building:** The ability to provide vision, direction, allocate responsibilities, delegate and motivate staff in one's team, to include leading by example
- **Change Management:** The ability to maintain effectiveness in a changing environment and the willingness to respond quickly and positively to change, and to lead others through change and manage their concerns
- **Customer and Quality Focus:** The ability to continuously ensure high standards of quality and service delivery to meet customers' expectations
- **Emotional Intelligence:** Possession of self-awareness, self-management, social awareness, and social skills – The ability to display behaviors appropriate to the AGD's business and social environment
- **Integrity:** The ability to consistently demonstrate sound ethical standards, observe the codes of conduct for employees and codes of professional practice, and show consistency between established values and behaviors, in order to build trust and credibility
- **Interpersonal skills:** The ability to display sensitivity towards others, interact collaboratively with colleagues, and to build long term internal and external relationships and gain support to achieve desired objectives
- **Managing the Client Interface:** Ability to work effectively with others, both internal and external to the Department, to deliver acceptable, customer-oriented and high quality service
- **Oral and Written Communication:** The ability to communicate proficiently orally, in writing, and in one-on-ones face-to-face, with excellent public speaking skills
- Ability to work effectively under pressure

Desirable:

- Comprehensive knowledge of Public Treasury operations

Minimum Required Education and Experience

- BSc. Degree in Accounting/Management Studies with Accounting or BBA Degree from an accredited University or; Post-Graduate Degree in Accounting/Financial Accounting or; Practising Chartered Accountant and a Member of a designated professional accounting Body or; ACCA Level 2 or 3;
- Experience in Strategic Planning
- At least 10 years Post Qualification Experience in Financial Management;
- At least 6 years' experience working at a Senior Executive level in Financial Management or Accounting, with at least 3 years in the Public Sector.

Special Condition Associated with the Job

- **Physical Demands** - Pressured working conditions with numerous critical deadlines.

3. Senior Programmer (MIS/IT 5)

Job Purpose

Reporting to the Manager Systems Operations, the Senior Programmer guides the development of programme specifications and oversees testing efforts in support of the development and maintenance of the Government Financial Management System (GFMS), and other application systems. The incumbent is the technical lead in the daily implementation of application/services development projects, preparation of detailed program specifications, programming and testing tasks that require specialist knowledge and/or experience.

Summary of the broad purpose of the position in relation to Government's goals and strategies:

- To design, develop and implement software programmes to meet the AGDs' operational requirements;
- To manage and maintain the development of all IT systems including but not limited to application development, and web development;
- To critically review all programmes prior to implementation to verify consistency and conformity with established industry standards;
- To perform acceptance testing and programme implementation for assigned systems and/or projects;
- To analyse problems in regard to technical system and application programmes, documents findings and propose problem resolution alternatives and also assist in the resolution of these problems;
- To provide support for the requisite training programmes of the AGD and other MDAs on the GFMS, CTMS, and other IT systems and portals deployed by the GOJ.

Key Responsibilities

Technical:

- Plans Programming Projects by confirming programme objective(s) and specifications;
- Develops system and programming specifications and flowcharts; researching and utilizing Industry best standards;
- Conducts application testing exercises to confirm that the system works as per specifications and the needs of the business;
- Prepares training and end user documentation;
- Identifies work process improvements and recommends new technologies;
- Ensures the programming modification and installation of application software packages;
- Evaluates and modifies existing programme to accommodate changes in system requirements;
- Assists in determining the causes of computer operation/system malfunction;
- Resolves and troubleshoots problems and complex issues - investigates and provides solution(s);
- Oversees the planning, developing, securing and implementing of websites, including the integration of databases into websites;
- Designs, develops, tests, and implements systems, sub-systems and programme;
- Provides appropriate documentation for each program, e.g. documenting system and application functions, process flows, data flows, etc.;
- Co-ordinates and supports technical staff, operations and vendors;
- Performs application and system tests and fixes bugs;
- Reviews designs for maintainability, scalability and efficiency;
- Defines and effects corrective measures for errors and omissions identified;
- Ensures re-work of project tasks, which do not conform to prescribed systems, development standards and functional requirements;
- Prepares System Conversion Plans
- Specifies procedures and controls that will ensure the integrity of the Conversion Process;
- Assists in the Data Conversion Process;
- Ensures best qualitative practices are integrated in the design and development aspects of all programmes;
- Prepare reports as required;
- Signs job description and Individual Work Plans.

Strategic Leadership:

- Implements and enforces policies and procedures of the Organization by way of systems that will improve the overall operation and effectiveness of the Unit and the AGD;
- Conducts research and recommends changes to policies, procedures and systems to enhance the functioning of the Unit and Department;
- Supports the Director Information Technology to deliver the Division's Operational Plan in an accurate and timely manner; participates in the establishment of the strategic and tactical goals, policies, and procedures for the Unit;
- Assists with the establishment of internal control processes required to manage and grow the Division;
- Meets or exceeds performance targets;
- Deputizes for the Manager, Systems Operations as and when required;
- Leads in the smooth and efficient operation of the Unit through the management of daily operations;
- Establishes and implements systems for reporting of work done against stated and agreed Work Plans;
- Establishes internal control processes required to manage and grow the Unit.

Human Resource Management:

- Ensures direct reports have sufficient and appropriate resources to enable them to undertake their duties efficiently and effectively;
- Provides leadership and guidance through effective planning, delegation, communication, training, mentoring, coaching and disciplinary action;
- Participates in the recruitment of staff for the Unit;
- Recommends transfer, promotion, termination and leave in accordance with established Human Resource Policies and Procedures;
- Identifies competency gaps and collaborates with the Manager Training and Development to develop and implement Staff Development and Succession Plans for the Unit to ensure adequate staff capacity;
- Monitors job specific and environmental factors, implements and promotes Health and Safety policies; and mitigates and minimizes workplace hazards;
- Monitors the performance of direct reports and ensures effective and objective staff performance management, through timely and accurate completion of the staff Appraisal Process, including periodic reviews;
- Performs any other related duty that may be assigned from time to time.

Required Knowledge, Skills and Competencies**Core:**

- Good oral and written communication skills
- Good problem solving and analytical skills
- Good customer focus skills
- Results focus
- Integrity

Technical:

- Good knowledge of Information Technology Principles
- Good knowledge of Legislations, Policies and Procedures
- Knowledge of computer systems audit
- Knowledge of the various related guiding acts, laws and regulations
- Comprehensive and technical knowledge of IT architecture, and technology
- Demonstrated ability to apply technology solutions to business problems
- Extensive knowledge of and experience in Data Centre Operations, telecommunications, network engineering, Data Centre Applications, client/server computing, and production operations support. Specific technologies of note including but not limited to Enterprise Servers, Hyper-V, VMware, Enterprise level SANs, Cisco Voice and Networking, and POE Network Switches
- A deep understanding of the interdependent relationship between infrastructure, information security and the applications/services they enable as well as the criticality of maintaining strong connections between the respective teams within IT
- Excellent understanding of multi-disciplinary nature of IT solutions
- Ability to see the "big picture" across such areas as private and public hosted infrastructure and services, identity management, security, telecommunications, enterprise storage and big data opportunities, end user experience, and training/education
- Functional understanding of project management principles and their application to Infrastructure projects and teams

Managerial:

- Good Leadership Skill
- High Emotional Intelligence
- Good Performance Management Skills

Minimum Required Education and Experience**Essential:**

- Bachelor's Degree in Computer Science or equivalent;
- Expertise in Software Design, Software Debugging, Software Development Fundamentals, Software Documentation, Software Testing, Software Maintenance, Software Algorithm Design, Software Performance Tuning and Software Architecture;
- Technical proficiency in relevant languages and development tools including ASP .NET, C++, C# SQL, etc., and a working knowledge of Windows and Unix;
- Thorough understanding of structured programming principles, system analysis techniques, system design, industry standard testing principles, system implementation, user training and follow-up;
- Thorough understanding of multiple platform function including Servers, Personal Computers and workstations, to include operating systems, utilities, shared and peer function;
- A deep understanding of the interdependent relationship between infrastructure, information security and the applications/services they enable as well as the criticality of maintaining strong connections between the respective teams within IT;
- Excellent understanding of multi-disciplinary nature of IT solutions;
- Ability to see the "big picture" across such areas as private and public hosted infrastructure and services, identity management, security, telecommunications, enterprise storage, end user experience, and training/education.
- Sound understanding of project management principles and their application to Infrastructure projects and teams.
- At least four (4) years' experience as a System/ Programmer Analyst or other relevant post and at least one (1) year in a supervisory position.

Special Condition Associated with the Job

- **Physical Demands** - Pressured working conditions with numerous critical deadlines

Applications accompanied by Résumés should be submitted **no later than Friday, 15th October, 2021 to:**

**Director
Human Resource Management and Development
Accountant General's Department
Ministry of Finance and the Public Service Complex
30 National Heroes Circle
Kingston 4**

Email: careers@treasury.gov.jm

Please note that only shortlisted applicants will be contacted.

Please ensure that a copy of this circular is placed at a strategic position on the Notice Board of the Ministry/Department/Agency and brought to the attention of all eligible officers.



**Merle I. Tam (Mrs.)
for Chief Personnel Officer**