

**Reference No:** E109/87/72 ; **Date:** 13/01/75

### **Circular 1/1975:- Employment of Management Consultants**

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1. A revised version of the Code of Practice to be followed by Government Departments when engaging the services of Management Consultants is now available. This booklet replaces the version issued in 1973 (see Confidential Circular 5/73). Copies may be obtained from the Management Services Section of this Department (Extension 165).

2. I would like to take this opportunity to emphasise once again the value we place on the assessment by Departments and their agencies of the performance of management consultants engaged by them. The Management Services Section of the Department of the Public Service is charged with maintaining a central advisory service on the engagement of consultants in the Public Service. To provide a satisfactory service it is essential that the records of the Section be comprehensive and up-to-date at all times. We would therefore be grateful if you would ensure that an assessment of any current and future assignments commissioned by your Department is forwarded together, where possible, with a copy of the consultant's report - to the Management Services Section of this Department (Paragraph 6 of the Code of Practice refers: a specimen of the assessment document is enclosed). Where ever possible this practice should also be followed by State-sponsored and other public bodies - see paragraph 5 of Confidential Circular 5/73. It is appreciated, as mentioned in that Circular, that it may not be possible for reasons of confidentiality and/or secrecy to make this information available in all cases.

3. I would also be grateful if details of consultancy assignments commissioned by your Department since 1 January 1972 could be given to the Management Services Section where this information has not already been supplied in response to earlier requests.

4. I appreciate that the compilation of the required information may cause some inconvenience but it is essential for us to have it if we are to maintain an efficient record and assessment system on which Departments can draw when they are contemplating the engagement of consultants.

Mise le meas,

N Whelan

#### Record and Confidential Assessment of Management Consultants' Performance

- 1 Department/Office
- 2 Consultancy firm engaged
- 3 Terms of reference and brief description of assignment
- 4 Duration of assignment
- 5 Total number of man days spent by consultants on assignment
- 6 Did duration of assignment differ by more than 10% from original assignment? (Please tick appropriate box)

Yes \_\_\_\_\_ No \_\_\_\_\_

7 If answer to 6 is "Yes", please state why.

8 Cost:

Fee	£ _____
Expenses	£ _____
Other (specify)	£ _____
Total	£ _____
Daily rate (where negotiated)	£ _____

9 Did officers from the Department/Office work with the Consultants on the assignment? (Please tick appropriate box.)

Yes \_\_\_\_\_ No \_\_\_\_\_

10 If the answer to 9 is "Yes", please state the name and rank of each such officer and the role he played.

Name \_\_\_\_\_ Rank \_\_\_\_\_ Role \_\_\_\_\_

11 Were the assignment objectives substantially achieved? (Please tick appropriate box.)

Yes \_\_\_\_\_ No \_\_\_\_\_

12 If the answer to 11 is "No", please give reason(s)

13 Did the conduct of the assignment substantially conform to the original proposals submitted by the consultants? (Please tick appropriate boxes.)

(a) technical proposals	Yes _____	No _____
(b) administrative proposals	Yes _____	No _____
(c) cost proposals	Yes _____	No _____

14 If the answer to 13 (a), (b) or (c) is "No" please give

(i) Details of deviation  
(ii) Effect on the outcome of the assignment

15 What real benefits did your Department/Office get from the assignment?

16 How does your Department/Office rate the performance of the individual consultants engaged on the assignment? (Please tick appropriate box.)

Name            Very satisfactory            Satisfactory            Less than satisfactory

17 What lessons, if any, were learnt that might be helpful in considering the use of consultancy services in future?

18 Any other observations:

Signed \_\_\_\_\_ Rank \_\_\_\_\_ Date \_\_\_\_\_

Note: where possible a copy of the consultancy report should accompany this form.