

OTHER PERTINENT ISSUES AND RECOMMENDATIONS

Caution

- 22.1 The Vision 2030 of the Government provides the path way for a shift from a medium income economy to a high income one in the years to come with focus on creation of employment, modernisation of certain existing sectors, alleviating extreme poverty, amongst others.
- 22.2 The recommendations contained in this Report are geared towards the main theme “Transformation of the Public Sector for enhanced service delivery to meet citizens, non-citizens and other stakeholders’ needs” focussing on providing career path, career earnings, conducive work environment, continuous training, digitalisation of work processes with particular attention given to sectors dealing with service to the community.
- 22.3 Our main challenge has been the production of the first triennial Report after the publication of three successive Reports – PRB 2013, Errors, Omissions and Anomalies Committee (EOAC) Report and Committee on Representations arising out of the EOAC Report, while going through all the processes and procedures required for a quinquennial Report. On top of that, the Bureau was also mandated, during the same period, to act as an Independent Salary Commission with the Terms of Reference to review the salaries and conditions of service of employees of the ex-MSIRI and ex-MSA who opted/not opted to join the Mauritius Cane Industry Authority.
- 22.4 It is worth highlighting that during two successive financial years (2014/15 and 2015/16), Government granted Rs 600 across the board and Rs 250 to the lower rung and Rs 150 at the upper echelon to compensate for cost of living allowances. The moreso, the economic growth rate has been under 4% for the recent years.
- 22.5 It is against the above background that the pay package has been worked out taking also into consideration pension contribution, tax element, compensation and other economic issues. ***With the implementation of this Report, the guaranteed salary shall be the initial of the salary scale or the starting salary of an incumbent in any post and annual incremental increase shall invariably be a variable component based on overall performance and has to be earned.*** *The increments provided in the salary scales would be granted taking into consideration performance, conduct and behaviour, efficiency, diligence including, availability and regularity at work. In several instances, particularly for future entrants, the top salary is only indicative and theoretical as a large number of incumbents leave the grade before reaching the top. The remaining employees would remain in their grade and would reach the top end of their scale generally after 20 to 25 years’ service, subject to satisfactory performance.*

- 22.6 Our survey has once again revealed that much difference still exists between the public and private sector in terms of conditions and security of employment, quality of intake, perquisites, and hours of work, among others. In the 2008 PRB Report, the following has been stated: **“It would, therefore, be wrong if private concerns were expected to align or to adjust blindly their salaries in the wake of the recommendations contained in this Report. Whereas we do not dispute that in many instances the need for an increase in pay may in fact be warranted, we fear that if this is done too generally and too lightly, many of the benefits so much expected of this review might well be negated”.** *We are, maintaining same in this Report.*
- 22.7 With a view to adjusting internal relativities of pay of a grade that has fallen out of line with market realities, the following measures have been taken:
- maintaining benefits for incumbents in post but recommending that officers in the relevant grades should carry new salaries nearer to market rates;
 - restructuring has been carried out and incumbents would be required to assume higher responsibilities; and
 - recruitment would no longer be made to such grades which implicitly carry personal salaries.
- 22.8 **The Bureau proposes to continue to keep a watch on the market and may in the light of new development, review the scales for future entrants on need arising.**

Employees with Disabilities

- 22.9 People with disabilities should enjoy equal rights and opportunities as other people. It has been observed that persons with disabilities have an important role to play and to make a positive contribution in the workplace. The United Nations Convention on the Rights of Persons with Disabilities has mainly stressed on the protection of the rights of disabled persons to just and favourable conditions of work together with safe and healthy working conditions.
- 22.10 The Sixth Central Pay Commission of India has taken note of the problems faced by Government employees with disabilities and recommended various measures to alleviate same including enhanced number of casual leave, among others.
- 22.11 It is to be noted that over the years the Mauritian Government has taken a number of decisions and initiatives to eliminate prejudice and discrimination against persons with disabilities especially as regards their employment and social integration. With Government’s commitment to enable persons with disabilities to take full advantage of opportunities available in a fast developing

economy, it is considered that a package of benefits over and above the facilities currently available is desirable for employees in the Public Service.

22.12 In the 2008 PRB Report, recommendations were made to improve the conditions of employees with disabilities. We are, in this Report, maintaining these recommendations.

Recommendation 1

22.13 We again recommend that:

- (i) Government should continue to make improvement in all office structures and amenities to render work environment user-friendly for employees with disabilities and to ensure them easy access to their place of work;**
- (ii) Government should facilitate inclusion of persons with disabilities in employment;**
- (iii) as far as possible, employees with disabilities should be posted near their place of residence;**
- (iv) handicapping barriers should be removed so that persons with disabilities can easily be integrated in the main stream of the society and can also participate in all activities by the creation of an inclusive society and access of all amenities and facilities;**
- (v) annual casual leave entitlement be 12 days;**
- (vi) employees with disabilities travelling by bus to reach their place of work be allowed to leave office 15 minutes earlier subject to exigencies of the service; and**
- (vii) refund of travelling by bus to attend duty should be by the most practical route though not the most economical one.**

Schemes of Service

22.14 We have in this Report brought a few structural changes, where deemed expedient in a few cadres, **consequential amendments would, therefore, have to be brought to the schemes of service of grades to reflect the required profiles and the new roles and responsibilities that would be devolving on incumbents.**

22.15 Subsequent to the implementation of relevant recommendations made in this Report, appropriate action with regard to schemes of service requiring changes/ amendments as well as specifications of schemes of service for new grades should be taken, as far as possible, within a period of six months.

Alignment of Schemes of Service in the Public Sector

- 22.16 We have once again, in this Report, brought certain changes in the qualifications, duties and responsibilities of several grades in the Civil Service. The salaries recommended for the grades take into account all these changes. Moreover, for the sake of harmonisation, identical/comparable grades in the Parastatal Bodies and Local Authorities, though under different appellations, have been aligned salarywise on their Civil Service counterparts.
- 22.17 Following the revision in the qualification requirements of these grades in the Civil Service, it is necessary that adjustments be made in the schemes of service of the corresponding grades in the Parastatal Bodies and Local Authorities in alignment with what obtains in the Civil Service.

Recommendation 2

- 22.18 We recommend that where the salaries of identical/comparable grades in Parastatal Bodies and Local Authorities have been aligned on those of the Civil Service, the schemes of service of these grades should, wherever relevant, be amended along similar lines as those of their counterparts in the Civil Service.**

Mode of Selection/Promotion

- 22.19 During consultations, the Bureau was requested to change existing modes of appointment from promotion to selection and *vice versa* without reasonable justification. We informed the parties concerned that amendment in schemes of service rests with Federations, Management and the Ministry of Civil Service and Administrative Reforms. After the appropriate procedures have been followed, the Bureau then provides the salary grading for posts wherever there has been amendment in the scheme of service. We have once again refrained from making systemic changes in the existing modes of appointment. We believe that the change in modes of appointment from “promotion” to “selection” or vice versa is a matter for consideration by the Responsible Officer concerned after consultation with relevant stakeholders. In so doing, Responsible Officers may stand guided by the Promotion Framework outlined at Chapter 11_of Volume 1 of this Report. However, **we emphasize that the Performance Management Report should be the basis of all promotion exercises.**

Ensuring Availability of Best Talents

- 22.20 As stated in the last Budget Speech, the Government is providing many incentives to our professionals working abroad to return to their homeland so as their experience and competencies could be judiciously utilised by our citizens as a whole. This scheme would in a way ensure that best talents are made available in our Civil Service. It has always been observed that the disparity between private sector salaries and salaries in the public sector has

reduced attractiveness to the public sector as a career option and is a cause for the decline in the quality of intake in the public service.

22.21 In many Commonwealth countries, it is noted that appointment to senior positions is made from both within the service and outside candidates. This allows selection from a wider base of qualified and competent people not only from the public and private sectors locally but also from abroad. The Sixth Central Pay Commission has recommended for the Indian Civil Service the creation of such posts outside the traditional cadre system. This approach allows more flexibility in the appointment of talents to positions of responsibilities.

22.22 The application of a similar policy for filling of senior, professional and managerial positions in the Public Service will allow the entry of new talents as a plus for enhanced service delivery. It will also induce our elite back home. Government may wish to consider the advisability of lateral entry at higher echelon in the service to ensure availability of the best possible talents from within and outside. However, enlistment of such talents should be strictly on functional considerations and such posts should invariably be created outside the existing cadres to be filled by method of open selection.

Entertainment Allowance

22.23 As pointed out in our previous Reports that some top executives of the public sector are by virtue of their functions and position they occupy, are required to stay connected with people, receive and entertain high officials and reciprocate invitations received. Therefore, the payment of an allowance for entertainment expenses is fully justified.

Recommendation 3

22.24 We recommend that officers of the level of Permanent Secretary and above be paid a monthly entertainment allowance of Rs 7500.

Services of Driver to officers eligible for chauffeur driven car

22.25 Officers of the level of Permanent Secretary and above are, among others, eligible for a government official car together with the services of a driver. Such officers, due to their nature of work, are often called upon to attend office or to emergencies outside normal working hours and sometimes when their personal drivers are not available. In the context of this review exercise request has been made to allow this category of officers to avail of the services of a driver from the pool in such circumstances. **We recommend accordingly.**

22.26 We further recommend that the MCSAR should set up a mechanism for effective implementation of this provision.

“Gender Neutral” Considerations

22.27 Gender Neutral policies have become increasingly common throughout the world. To be in line with the above, the Government of Mauritius has a dedicated Ministry to cater for gender issues. Moreover, it is viewed as treating everyone the same and treating officers according to their unique needs. Early versions of the Gender Equality strategy tended towards the gender neutral approach as it focused on equal opportunities for both sexes. In Mauritius, there are several laws that provide for the elimination of any form of discrimination. The Sex Discrimination Act provides for gender equality. The Equal Opportunities Act also makes provision for the equal participation of women and men in all spheres of life. Job classification/appellation has therefore been rendered gender neutral.
