

CIVIL SERVICE

INTRODUCTION

1. Volume 2 – Part I describes the orientation of Ministries/Departments and other Divisions in the Civil Service to achieve their respective mandate. It reports upon the pay and grading structures, specific conditions of service and organisational redesign which is fundamental for an effective service delivery. This volume is an integral part of Volume 1.
2. The Civil Service is the administrative arm of Government and comprises Ministries/Departments which have specific functions. The Civil Service has evolved as a modern and professional democratic institution built on the principles of value-based ethics, enlightened leadership and human quality development policies. The main functions of the Civil Service, among others, are to assist government in formulation of public policy; ensure that policy is carried out efficiently and effectively and more importantly provide quality service to the public. Generally, the Civil Service has a hierarchical structure with well-defined reporting lines and level of responsibilities.
3. The Civil Service comprises mainly 25 Ministries and other Departments. It is headed by the Secretary to Cabinet and Head of the Civil Service who is the chief adviser to the Prime Minister on civil service and other related matters. He is responsible to ensure that the Civil Service serves the best interests of citizens and other stakeholders and delivers its various services in a trustworthy, efficient and cost effective and timely manner. The administrative, professional, technical cadres and General Services grades englobes about 1300 grades.
4. The core values of the Civil Service, which all civil servants are expected to share and uphold are:
 - (i) honesty and integrity and devotion to service the population in an unbiased manner;
 - (ii) accountability for decisions and actions;
 - (iii) impartiality in the execution of public functions; and
 - (iv) dedication, professionalism and diligence in serving the people.
5. The guiding philosophy of this pay review in the Civil Service and other organisations has been to evolve a remuneration package linked to the simplification of structures, providing career progression and earnings, inculcation of a result oriented culture, assimilation of technology and capacity building, while keeping in view the affordability of government to pay and social acceptability. The challenge in this report is to develop a complete new civil service that is geared and tailored to meet different cultural, political and social environments.

On the other hand, the Civil Service should be sufficiently attractive to enable the recruitment of qualified people in traditional and emerging salaries and to retain and motivate them while ensuring that they will carry out their duties with commitment and integrity.

6. This volume gives an overview of the respective vision, mission and objectives of each institution of the Civil Service; their organisation structure, pay and grading structures and specific conditions for their needs and reflective specifications.
7. This volume also makes emphasis on an array of measures which have been recommended to meet the set objectives of transforming public sector organisations. Some of the measures include reduction of layers, restyling of grades to reflect the core duties and merging of grades where there is considerable overlapping of duties with the consent of stakeholders to facilitate decision-making, and upgrading of post/pay scales to reflect changes in qualifications, duties and responsibilities devolving upon incumbents.
8. As in previous Reports, the Ministries and Departments are presented as shown in the Estimates 2015 - 2016. Recommendations on organisation and pay structures as well as specific conditions are made under the relevant Ministry/Department. The various grades are presented in the salary schedule in descending order and to the extent possible in their respective hierarchy. Specific recommendations on the Workmen's Group are made at Chapter 40. The pay recommendations for these categories of workers are made under the respective Ministry/Department.
9. The salary code used in respect of each grade comprises eight digits: 1st two digits refer to the broad occupational grouping; 2nd and 3rd three digits indicate the initial and the top salary points as numbered in the master salary conversion table. In case of flat salaries, "000" is used in lieu of the second three digits.
10. We underline herewith that **the Report is a holistic document and has to be treated as an organic whole since all the recommendations (salary, conditions of service and benefits) contained therein are inextricably intertwined** and have a financial bearing directly or indirectly.
