

37. MINISTRY OF CIVIL SERVICE AND ADMINISTRATIVE REFORMS

- 37.1 The Ministry of Civil Service and Administrative Reforms (MCSAR) is the central coordinating body/institution in the public service. Its vision is to have a professional public service committed to excellence. In this context, it aims at instilling a culture of excellence by being a driver and facilitator of change and innovation, spearheading administrative reforms to enable the delivery of timely and quality services and facilitating the continuous professional development and growth of human resources in the civil service, among others.
- 37.2 Some of the core functions of the Ministry pertain to training, conduct of human resource matters, welfare of officers, initiating reforms and ensuring compliance with Occupational Health and Safety Act. These activities are carried out through five divisions/units namely the Administration and Human Resource Management Division, the Civil Service policy and Management Unit, the Human Resource Development Division, the Occupational Safety and Health Division and the Administrative Reforms Unit. Besides its core functions, the MCSAR also runs the Civil Service Library for the benefit of Public Officers and has under its *aegis* the Public Officers' Welfare Council which caters for the welfare of officers.
- 37.3 With a view to improving service delivery, the MCSAR regularly embarks on reform initiatives geared towards bringing significant changes in the Public Service. Among the major recent initiatives are PMS, HRMIS, Public Service Excellence Award and Mystery Shopping. The theme of this Report which is the "*transformation of the Public Sector for an enhanced service delivery to meet citizens, non citizens and other stakeholders' needs*" calls for the alignment of resources of the six main institutions where the role of the MCSAR in matters relating to reforms in the Public Sector would become even more pivotal.
- 37.4 The Senior Chief Executive is the Responsible and Accounting Officer of the Ministry. He is assisted in his tasks by officers of the administrative cadre, Human resource cadre, Occupational Safety and Health Officer Cadre and other supporting Officers. He is also the Responsible Officer for officers of the general services and Office Care Attendant cadre who are posted to various Ministries and Departments.
- 37.5 For this review, the main representations received relate to the creation of levels, merging of grades, review of qualification requirements, Award courses for the general services grades, adjustment of salaries and re-establishing the grade of Senior Human Resource Executive which was restored in the EOAC Report but granted a personal salary.

37.6 The present structures of the different cadres falling under the MCSAR are adequate to enable the Ministry to deliver on its mandate. Nonetheless, after a thorough examination of the submissions, we are providing for a new level of Senior Human Resource Executive taking into consideration the need for supervision for effective service delivery. For those Clerical Officer/Higher Clerical Officers and Special Clerical Officers, who, prior to this Report, have not been granted the option to join the grade of Management Support Officer, we are giving them the opportunity to opt to join the said grade.

HUMAN RESOURCE MANAGEMENT CADRE

37.7 Officers of the Human Resource Management cadre are involved in the conduct of duties relating to recruitment and staffing, discipline, human resource planning, retirement and retirement benefits, among others. The cadre consists of a six level structure and is headed by the Director, Human Resource Management.

37.8 In the 2013 PRB Report, the HR Cadre underwent certain changes in favour of delayering, to the agreement of both Management and the staff side. However, the EOAC Report contained certain recommendations which were strongly contested and viewed as anomalous. These alleged anomalies have set the scene for the Human Resource Executives to make their representations in the context of the present Report.

Human Resource Executive

37.9 Human Resource Executives possessing a Diploma in Human Resource Management or a Diploma with Human Resource Management as a major component are allowed to move incrementally in the Master Salary Scale up to salary point Rs 39275 provided they have drawn the top salary for a year and met the performance criteria. We are maintaining this recommendation and providing the salary point in accordance with the new salary scale.

Recommendation 1

37.10 We recommend that incumbents in the grade of Human Resource Executive possessing the Diploma in Human Resource Management or a Diploma with HRM as a major Component or an equivalent qualification should be allowed to move incrementally in the Master Salary Scale up to salary point Rs 42325 provided that they:

- (i) have drawn the top salary for a year;**
- (ii) have been efficient and effective in their performance during the preceding year; and**
- (iii) are not under report.**

Senior Human Resource Executive (New Grade)

- 37.11 The grades of Human Resource Officer and Senior Human Resource Officer were merged and restyled Human Resource Officer/Senior Human Resource Officer in the 2013 PRB Report. According to the EOAC Report, there was need to re-introduce a supervisory level to exercise discipline, control and accountability. Consequently it recommended that the grade of Human Resource Officer be restyled Human Resource Executive while that of Senior Human Resource Officer be restyled Senior Human Resource Executive (Personal).
- 37.12 During the consultative meetings held in the context of this review, both Management and the Staff side have impressed upon the fact that there is incongruity between the justifications provided by the EOAC Report for re-establishing the grade of Senior Human Resource Executive and its recommendation for the grade to be made evanescent. They have also stressed on the fact that should the supervisory level be eliminated, problems of supervision would definitely arise, particularly in units/departments where officers belonging to the two distinct grades (Human Resource Executive and Senior Human Resource Executive) used to be posted.
- 37.13 We have carried out an in depth study of the whole issue particularly as it may have repercussion across the Public Sector. It should be noted that with EOAC, the grade of Human Resource Officer restyled Human Resource Executive (HRE) was dissociated from the grade of Senior Human Resource Officer restyled Senior Human Resource Executive (SHRE). However, the HRE was granted a top salary which was in fact that of the SHRE. On the other hand, the SHRE was granted an unexplained massive upgrading causing many relativities to be disturbed and triggering claims for parity of treatment from comparable grades. Taking into consideration that there is need for supervision for effective service delivery on one hand and on the other the constraints described above, we are providing for a grade of Senior Human Resource Executive with an appropriate salary scale in the circumstances.

Recommendation 2

- 37.14 We recommend the creation of a grade of Senior Human Resource Executive. Appointment thereto should be made by promotion, on the basis of experience and merit, of officers in the grade of Human Resource Executive who reckon at least three years' service in a substantive capacity in the grade and who possess a Diploma in Human Resource Management or Personnel Management or a Diploma with Personnel Management/ Human Resource Management as a major component.**

- 37.15 Incumbent would be required to, *inter-alia*, advise on the interpretation of rules and regulations pertaining to human resource management and implementation of human resource policies; supervise and co-ordinate the activities of the Human Resource Division in a Ministry/Department; carry out human resource planning to determine the number of staff and skill levels required; carry out training needs assessment and assist in the mounting of appropriate training courses and supervise and provide proper guidance and coaching to junior staff.

Assistant Manager, Human Resources

- 37.16 In the EOAC Report, recommendation was made for the grade of Assistant Manager, Human Resources, as from 01 July 2013, to be filled by promotion, on the basis of experience and merit, of officers in the grades of Senior Human Resource Executive (Personal) and Human Resource Executive possessing a Degree in Human Resource Management or a Degree with Human Resource Management as a major component or an equivalent qualification and reckoning at least six years' service in a substantive capacity in the grade or an aggregate of at least six years' service in the Human Resource Management Cadre. Recommendation was also made for the MCSAR to design a sponsorship scheme to enable officers in these grades to follow the BSC course in HRM.
- 37.17 However, with the creation of the grade of Senior Human Resource Executive, the entry requirements for the grade of Assistant Manager, Human Resources have changed. There is, therefore, need to bring consequential changes to the scheme of service of the grade. A job re-evaluation exercise of the grade of Assistant Manager, Human Resources has also been carried out and the duties performed by incumbents as per information provided in the Job Description Questionnaires were examined. All these were taken into consideration in arriving at the recommended salary for the grade.

Recommendation 3

- 37.18 We recommend that as from 01 January 2016, the grade of Assistant Manager, Human Resources should be filled by promotion, on the basis of experience and merit, of officers in the grade of Senior Human Resource Executive (Personal) and Senior Human Resource Executive (Future Holder) possessing a Degree in HRM or a Degree with Human Resource Management as a major component or an equivalent qualification and reckoning at least four years' service in a substantive capacity in the grade.**
- 37.19 We also recommend that the MCSAR should continue to run the sponsorship scheme to enable officers in the grades of Senior Human Resource Executive (Personal), Senior Human Resource Executive (Future Holder) and Human Resource Executive to follow the BSc Course in Human Resource Management.**

37.20 We further recommend that Assistant Managers, Human Resources drawing a salary of Rs 54275 as at 01 January 2016 should draw the conversion thereof on a personal basis.

GENERAL SERVICES

37.21 General Services are those services that are supportive in nature and are, not only essential, but vital for the general administration of public sector organisations. Given the importance thereof, these services have been extended to technical sectors as well. In fact, incumbents in these grades perform duties that are considered as groundwork which facilitate the taking of administrative decisions and internal organisation and control.

37.22 First and foremost, it should be remembered that an organisation exists for a specific purpose and its core activities are derived therefrom. These activities are organized into tasks which are then regrouped into levels. A level regrouping similar and related duties is referred to as a grade. Another important point to retain is that a **grade exists or is created solely on the basis of needs.**

37.23 The General Services comprise the Clerical, Executive and Secretarial groups. Each group has different cadres with moreover same nature of duties. As at 30 June 2003, the Clerical Cadre comprised the grades of Clerical Officer/Higher Clerical Officer and Office Supervisor while the Executive Cadre comprised the grades of Executive Officer, Higher Executive Officer, Senior Executive Officer/Principal Executive Officer (P) and Office Superintendent. In 2003, a grade of Special Clerical Officer was created in the Clerical Cadre while the grade of Senior Executive Officer/Principal Executive Officer (P) was abolished.

37.24 Due to the use of modern management techniques and ICT which have impacted on work processes, coupled with the emergence of new functions at these levels it was from time to time essential to bring certain structural changes for enhanced effectiveness and efficiency.

37.25 In the same breath, officers in many grades including Clerical Officer/Higher Clerical Officer and Executive Officer started doing simple computer-related duties. Similarly, Word Processing Operators were assigned clerical functions in many instances to make effective use of their office time. It should be noted that even officers of Professional Cadres were not wholly dependent on secretarial supporting staff for the production of their work/Reports/documents.

37.26 In the circumstances, in 2008, we recommended the creation of polyvalent grades of Officer and Senior Officer. Clerical Officer/Higher Clerical Officers were given the option to join the polyvalent grade of Officer while Executive Officers were given the option to join the grade of Senior Officer. The grade of Office Management Executive was also created and Office Superintendents were given the option to join that grade.

- 37.27 We wrote a word of caution in the 2008 Report stating that the top salaries of certain grades are out of line with market realities and should, therefore, be reviewed downwards. In this context, the top salaries recommended in 2008 for future entrants in the grades of Clerical Officer/Higher Clerical Officer and Word Processing Operator were Rs 16600 and Rs 16000 respectively while the top salary of Clerical Officer/Higher Clerical Officers and Word Processing Operators in post converted to Rs 19600 and Rs 19000 respectively.
- 37.28 In the 2013 PRB Report, the grade of Officer was restyled General Services Officer and that of Senior Officer was restyled General Services Executive. We further created the grade of Office Management Assistant (OMA) which was promotional for General Services Executive. The EOAC Report restyled the grade of Officer to Management Support Officer and merged the grade of Senior Officer and Office Management Assistant and restyled it to Office Management Assistant.
- 37.29 Many traditional relativities were disturbed, thus giving rise to many representations after the publication of the EOAC Report. For instance, outcry concerned mainly the position of OMA vis-à-vis HRE and HEO (Personal).

Observations and Analysis

- 37.30 It is observed that while elaborating on this subject in the 2008 PRB Report we referred to market rate. Today, a survey carried out by the Private Sector reveals that the starting salary being paid to HSC holders varies between Rs 6000 to Rs 12000 depending on the economic sectors.
- 37.31 The former grade of Clerical Officer/Higher Clerical Officer has always been a feeder grade in the public sector where officers joining this grade rapidly move to other grades/cadres. This implies that the large majority of officers joining this grade leaves the grade before reaching the top salary recommended. For recent recruitments, graduates and holders of Diploma have been selected to a large extent. Most probably, these people would leave on obtention of better jobs. Nevertheless, some officers do not get opportunities elsewhere and are, therefore, compelled to remain in the grade until the end of their career. We are conscious of this fact and we have taken all these into consideration in arriving at a conclusion. In fact provision exists under "Long Service Increment" for officers in such circumstances to move by two increments.
- 37.32 Grades requiring HSC as minimum qualification are generally granted a salary scale the top of which is Rs 27425 monthly. Certain grades do have additional qualification requirement, besides the HSC but are still pegged at Rs 27425. When compared to these grades and upon carrying out a job-reevaluation, it has been found that the grade of Management Support Officer is slightly overgraded.

- 37.33 Initially, the grade of Officer was created with a view to have a polyvalent grade as explained at paragraph 39.26 above. However, the grade of Word Processing Operator, which was supposed to phase out, was re-instated in the EOAC Report. It has been reported that most of the officers who opted for Management Support Officer were not performing the additional duties recommended. So, the duties performed are not commensurate with the salary drawn.
- 37.34 Another important point is that the grade of Management Support Officer formerly used to be a strong benchmark among grades requiring HSC. However, only this grade has been upgraded out of the group of grades which were previously on a parity.
- 37.35 In face of such a situation, various options have been envisaged and the consequences thereof assessed. The best and most equitable option is to have the first rung in the hierarchy at the same level as the other HSC holders which at the same time is close to market reality.
- 37.36 Normally, the Bureau is in favour of flattening of structures so as to render an organisation more responsive to needs of stakeholders, thus improving effectiveness and efficiency. However, in this particular case the situation is quite different, warranting consideration from a wider perspective. In fact, it would resolve many a problems in structures. Nevertheless, in so doing, we are ensuring that no prejudice is caused to employees in post.

Recommendation 4

37.37 We recommend that:

- (i) the grade of Management Support Officer be made evanescent;**
- (ii) a grade of Management Support Officer (Future Holder) be created with the same qualification requirement and duties as those of the Management Support Officer (Personal).**

- 37.38 Presently, the grades of Financial Officer/Senior Financial Officer and Procurement and Supply Officer/Senior Procurement and Supply Officer are filled by selection from among Office Management Assistant reckoning at least four years' service in a substantive capacity in the grade. For the grade of Human Resource Executive, posts are filled by selection from among Office Management Executive, Higher Executive Officer (Personal) or Office Management Assistant reckoning at least four years' service in the grade or an aggregate of at least four years' service in the grades of OMA and the former grade of Senior Officer and/or Executive Officer.

37.39 It has been represented that there are many officers at the level of Management Support Officer who have been assigned higher responsibilities on various occasions. It is claimed that these officers have acquired wide experience which can be used more gainfully by the service. They have requested that they should be granted eligibility to compete for the posts of Human Resource Executive, Financial Officer/Senior Financial Officer and Procurement and Supply Officer/Senior Procurement and Supply Officer.

Recommendation 5

37.40 We recommend that the Ministry of Civil Service and Administrative Reforms should consider granting eligibility to officers in the grade of Management Support Officer who reckon at least 20 years' service in a substantive capacity in the Clerical Officer Cadre to compete for posts of Human Resource Executive, Financial Officer/Senior Financial Officer and Procurement and Supply Officer/Senior Procurement and Supply Officer.

Higher Executive Officer (Personal)

37.41 Representations have been received from Higher Executive Officers (HEO) (Personal) to the effect that they have been deprived of their rights in the last reports. Consequently, they have made a proposal for same to be restored. In this context, their plea is to restyle the grade of HEO (P) into Office Management Executive (OME) or to integrate them in the establishment of Office Management Assistant (OMA) according to their seniority placing prior to the creation of the grade of Senior Officer, that is, prior to 01 July 2008.

37.42 The Bureau has carried out a thorough examination of their case to ascertain the veracity of their statements. The officers were appointed HEO in February 2013. The EOAC Report which was published in May 2013 provided for the grade of HEO to be merged with the grade of OME. However, this merger was in respect of HEO in post as at 31.12.12 only. It further provided for those officers who were appointed in 2013 to draw personal salaries.

37.43 During the consultative meeting with the officers, the latter were apprised that the restyling to the grade of OME cannot be done inasmuch as the grade of OME exists already. It is not possible either, to make them join the grade of OMA and keep their seniority placing as per the list of Executive Officers which was in force as at 30.06.08 because setting of seniority is the responsibility of the PDFSC.

37.44 Nevertheless, we cannot completely overlook the surrounding facts of their case. In the 2013 PRB Report, we created the grade of OMA, which was pegged higher than HEO, which, in turn was higher than the grade of General Services Executive (GSE) *formerly Senior Officer*. With the EOAC Report, the grades of OMA and Senior Officer were merged and restyled OMA. In so doing, all of a sudden, incumbents in the former grade of Senior Officer found themselves higher in the

hierarchy than their seniors (HEO). It has also been observed that prior to the EOAC Report, the grade of OME was filled by selection from Office Superintendent, OMA, HEO and EO/GSE *formerly Senior Officer* reckoning 15 years service in a substantive capacity in the grade. However, the EOAC Report recommended that henceforth, OME should be filled by promotion of OMA. Thus HEOs are no more eligible to compete for the post of OME, depriving them of one of their acquired rights.

- 37.45 Furthermore, the 2013 PRB Report contained a recommendation for HEOs organising official functions and welfare activities, providing proper office accommodation, furniture and equipment, among others, in a department where neither an Assistant Permanent Secretary, Office Superintendent or an OME is posted, to be paid an allowance. This provision has been waived by the EOAC Report.
- 37.46 Another reported problem likely to crop up concerns the issue of acting, in place of OME. The grade of OME is the direct promotional route for the grade of OMA which is hierarchically higher than HEO. However, there are many HEOs whose seniority placing as at 30.06.2008 in the executive cadre was higher than those officers who now by virtue of their joining the grade of OMA have a higher placing. HEOs prior to EOAC, were also eligible for movement by three increments following the successful completion of an award course on Effective Office Management and Supervision. This recommendation also has been waived by the EOAC.
- 37.47 After giving due consideration to all these facts and circumstances, the Bureau has, subsequently, made appropriate recommendation for the grade.

Recommendation 6

- 37.48 We recommend that HEOs organising official functions and welfare activities, providing proper office accommodation, furniture and equipment; ensuring the effective use of office equipment and make arrangements for their proper maintenance; monitoring the use of government vehicles and organise transport for official purposes; ensuring that the workplace is kept clean and tidy and ensuring that safety and health norms are observed in Departments where neither an Assistant Permanent Secretary nor an Office Superintendent or Office Management Executive is posted, should be paid a monthly allowance of Rs 1600.**
- 37.49 We further recommend that HEO (Personal) should be required to follow the Advanced Course in Effective Office Management and supervision, on successful completion of which, they would be allowed, on reaching the top of their scale, to move incrementally up to salary point Rs 42325 in the master salary scale provided that they:**

- (i) have drawn the top salary for a year;**
- (ii) have been efficient and effective in their performance during the preceding year; and**
- (iii) are not under report.**

Option to join the grade of Management Support Officer

37.50 As spelt out at paragraph 39.26, incumbents in the grades of Clerical Officer/Higher Clerical Officer and Special Clerical Officer were given the opportunity to join the grade of Officer now Management Support Officer in the 2008 PRB Report. This recommendation was replicated in our 2013 Report and Clerical Officer/Higher Clerical Officers and Special Clerical Officers who did not join the grade in 2008 were once again given the possibility to do so.

37.51 Given that a few officers in the grades of Clerical Officer/Higher Clerical Officer and Special Clerical Officer were under interdiction, they have not been provided with the option to join the polyvalent grade. We are, therefore, giving these officers an opportunity to join the new structure.

Recommendation 7

37.52 We recommend that:

- (a) incumbents in the grades of Clerical Officer/Higher Clerical Officer and Special Clerical Officer , who, due to interdiction, have not been given the option to join the grade of Officer or Management Support officer should be given the option to join the grade of MSO; and on joining, be granted one additional increment subject to the top salary of the grade.**
- (b) Special Clerical Officers who would reach the revised top salary of their scale on 01 January 2016, on joining the grade of Management Support Officer should be granted one additional increment to be read from the Master Salary Scale.**

Office Management Assistant

Advanced Course in Effective Office Management and Supervision

37.53 Office Management Assistants are, at present, required to follow an Advanced Course in Effective Office Management and Supervision mounted by the Civil Service College, Mauritius, the successful completion of which entitles them to one increment, subject to the top salary of the grade. We are maintaining this provision.

Recommendation 8

37.54 We recommend that Office Management Assistants, on successful completion of the Advanced Course in Effective Office Management and Supervision should be granted one increment, subject to the top salary of the grade.

SECRETARIAL CADRE

Word Processing Operator

Senior Word Processing Operator

Award Course to join the grade of Management Support Officer

37.55 In our 2013 PRB Report, we recommended that an Award Course be mounted for Word Processing Operators and Senior Word Processing Operators who do not possess the prescribed qualification for the post of Management Support Officer but who had acquired experience in the performance of general office duties. Incumbents in these grades were given the option to follow the course, on successful completion of which they are allowed to join the grade of Management Support Officer and granted one increment on joining. We have been apprised that there are some 190 officers who would shortly complete the course. We are, therefore, maintaining the provision of allowing the officers who have successfully completed the course to join the grade of MSO.

Recommendation 9

37.56 We recommend that:

- (i) Word Processing Operators and Senior Word Processing Operators who have successfully completed the Award Course be allowed to join the grade of Management Support Officer and be granted one increment on joining the grade; and**
- (ii) Senior Word Processing Operators who have reached the revised top salary of their scale on 01 January 2016, on joining the grade of Management Support Officer, should be granted one additional increment to be read from the Master Salary Scale.**

Confidential Secretary

Advanced Secretarial Course

37.57 The 2013 PRB Report has provided for Confidential Secretaries who have successfully completed the Advanced Secretarial Course to be allowed, on reaching the top salary to move incrementally by two salary points in the Master Salary Scale. However, this recommendation was reviewed by the EOAC which recommended that the officers should be granted one increment upon successful completion of the course, subject to the top salary of the grade. It further recommended that officers who have completed the course after having reached

the top salary recommended for the grade, should be paid a non-pensionable lump sum equivalent to twelve times the value of the last increment drawn.

- 37.58 It has been argued that at the time the officers embarked on the course, they were governed by a recommendation of the 2013 PRB Report which was eventually reviewed by the EOAC Report, causing them prejudice. They stressed on the fact that the initial condition linked to the following of the course should be respected. Following a close examination of the issue raised and particularly taking into consideration the philosophy behind the movement of salary linked to Award Courses, we have made fair-felt recommendation in the circumstances.

Recommendation 10

37.59 We recommend that:

- (a) Confidential Secretaries, on successful completion of the Advanced Secretarial Course, be granted one increment, subject to the top salary of the grade**
- (b) Confidential Secretaries who have successfully completed the Advanced Secretarial Course after having reached the last point in their salary scale, should be paid a non-pensionable lump sum equivalent to twelve times the value of the last increment drawn**
- (c) Confidential Secretaries who had already embarked on the course prior to the publication of the EOAC Report, should be allowed on a personal basis to move incrementally by two salary points in the Master Salary Scale provided they:**
 - (i) have drawn the top salary for a year;**
 - (ii) have been efficient and effective in their performance during the preceding year; and**
 - (iii) are not under report.**

Posting of Confidential Secretaries

- 37.60 Generally, Confidential Secretaries are attached to the office of Deputy Permanent Secretaries and officers in grades above this level. They are also allocated to other officers holding office at the level of Deputy Permanent Secretaries on a needs basis or are alternatively attached to a pool of officers as may be decided by the Supervising Officer with the approval of the MCSAR. This arrangement should continue.

Recommendation 11

37.61 We recommend that:

- (a) Deputy Permanent Secretaries and officers in grades above this level should continue, by virtue of their duties, to be provided with the services of a Confidential Secretary; and
- (b) Officers of the level of Deputy Permanent Secretaries should be provided with the services of a Confidential Secretary on a needs basis or one Confidential Secretary attached to a pool of such officers as may be decided by the Supervising Officer, with the approval of the MCSAR.

Ad hoc Allowances to Confidential Secretaries

37.62 Confidential Secretaries posted with Ministers, Parliamentary Private Secretaries, Supervising Officers of the level of Permanent Secretary and above and at the Cabinet's Office, who have to regularly work over and above their normal working hours, are entitled to an *ad hoc* allowance, subject to the approval of the MCSAR.

37.63 It has been reported that in a majority of instances, Confidential Secretaries posted with Permanent Secretaries who are not the Accounting and Responsible Officer of the Ministry or Department, are being paid the *Ad hoc* allowance notwithstanding the fact that they do not put in extra hours. We are, therefore, making appropriate recommendation with a view to curbing the likelihood of any abuse relating to the payment of the *ad hoc* allowance.

Recommendation 12

37.64 We recommend that, subject to the approval of the MCSAR, Confidential Secretaries posted with Ministers, Parliamentary Private Secretaries, Supervising Officers of the level of Permanent Secretary and above who are the Accounting and Responsible Officers and at the Cabinet's Office who have to regularly work over and above their normal working hours should continue to be paid an *ad hoc* allowance as determined by the MCSAR.

37.65 Some Confidential Secretaries, by virtue of their postings are also required, in addition to their normal duties, to perform general administrative work, manage the office and work in strenuous and stressful conditions. In addition to the *ad hoc* allowance, these officers are compensated for the enhanced responsibilities by the grant of a responsibility allowance. This arrangement should continue.

Recommendation 13

37.66 We recommend that the High Powered Committee continues to look into the advisability of the payment of a Responsibility Allowance to incumbents performing the duties of Confidential Secretary and posted to the office of

Ministers, Parliamentary Private Secretaries and Senior Chief Executives and above.

37.67 We further recommend that the Responsibility Allowance may be reckoned as pensionable emoluments, subject to the approval of the High Powered Committee, provided that incumbents have:

- (i) performed in that position for a continuous period of five years;**
- (ii) not been the subject of disciplinary proceedings on ground of inefficiency or inability to perform at that position or on ground of misconduct; and**
- (iii) reached the age of 55 years at the time of retirement/change in posting.**

Shorthand Proficiency

37.68 Word Processing Operators are granted Incremental Credits for shorthand proficiency as hereunder:

- (i) 80 words per minute – one increment;**
- (ii) 100 words per minute – one increment, subject to one increment having been granted previously for 80 words per minute, otherwise two increments;**
- (iii) 120 words per minute – one additional increment, subject to two increments having been granted for 100 words per minute, otherwise a maximum of three increments in all.**

Recommendation 14

37.69 We recommend that the present provisions regarding the grant of Incremental Credits to Word Processing Operators for proficiency in shorthand be maintained.

Special Allowances

37.70 Officers, other than Shorthand Writers, are paid an allowance whenever they are called upon to service Commissions of Enquiry and for other similar tasks consisting of taking notes of proceedings in shorthand and for transcribing same in longhand. We are maintaining this allowance and revising the rates.

Recommendation 15

37.71 We recommend that the allowance payable to officers, other than Shorthand Writers, servicing Commission of Enquiry and for other similar tasks be revised to Rs 4.55 per folio of 90 words for taking notes of proceedings in shorthand and Rs 2.70 per folio of 90 words for transcribing the shorthand notes in longhand.

Cashier Duties

37.72 Clerical Officers/Higher Clerical Officers and Management Support Officers posted at the Accountant General's Division are paid a daily allowance of Rs 35 for giving assistance to the Cashier at the District Cash Office and the Chief Cashier's Office while those replacing full time District Cashier and Treasury Receiving Cashier are paid an allowance of Rs 100 per day. This allowance is also extended to Clerical Officers/Higher Clerical Officers and Management Support Officers posted in other Ministries and Departments and to Agricultural Clerks who are required to perform cashier duties. We are maintaining the payment of this allowance.

Recommendation 16

37.73 We recommend that the allowance payable to Clerical Officers/Higher Clerical Officers and Management Support Officers posted at the Accountant-General's Division be as follows:-

- (i) Rs 40 per day for giving assistance to the Cashier at District Cash Office and Chief Cashier's Office; and**
- (ii) Rs 110 per day subject to a maximum of Rs 2420 for Clerical Officers/Higher Clerical Officers and a maximum of Rs 2180 for Management Support Officer a month for replacing full time District Cashier and Treasury Receiving Cashier.**

37.74 We additionally recommend that the above provision be extended to Clerical Officer/Higher Clerical Officers, Management Support Officers and Agricultural Clerks of other Ministries and Departments and Organisations who are required to perform cashier duties.

Rotation of Officers in the General Services Grades

37.75 The MCSAR is responsible for the posting of officers of the General Services in the Civil Service based on organisational needs. Representations have been received that in some instances, officers have remained in the same posting throughout their career. While in some cases the officers have wished to stay in that posting, in other cases, requests made for transfer have not been acceded to, compelling the officers to stay in that posting. The Bureau holds the view that unless there is movement, these officers particularly, those who have been compelled to stay, are bound to suffer from boredom and frustration due to lack of challenge in their career. Further, given that these officers are supposed to provide support services to the various Ministries/Departments, it is desirable that they be acquainted with the different aspects of the duties they are required to perform as per their scheme of service. We are, therefore, making provision for these officers to be made to rotate so as to enhance their understanding of the various Ministries and Departments and enrich their skills and experience.

Recommendation 17

- 37.76 We recommend that officers of the General Services should be made to rotate in various Ministries/Departments at least every five years in their career to enable them to enrich their skills and experience.**

OCCUPATIONAL SAFETY AND HEALTH UNIT

- 37.77 The core functions of the Safety and Health Unit (MCSAR) are, among others, to advise Ministries/Departments on all matters pertaining to safety and health, carry out inspections in all places of work, investigate in accident and train public officers on safety and health matters to ensure compliance with the Occupational Safety and Health Act 2005 (OSHA) and subsequent amendments. In so doing, the Unit aims at ensuring a safer environment and facilitating modernisation of offices to improve and enhance the working environment.
- 37.78 As per the provision 30 of the Occupational Safety and Health Act 2005, for every 2000 employees, an employer has to employ a Registered Safety and Health Officer to ensure compliance of law and promote the safe conduct of work. As such officers of the Safety and Health Unit have to provide their services to approximately 1400 work places in different Ministries/Departments, scattered throughout the island.
- 37.79 The Unit is headed by the Director, Safety and Health Unit who is responsible for the promotion of an occupational safety and health culture through the implementation of the Occupational Safety and Health Management System in the Civil Service and for ensuring compliance with the provisions of the Occupational Safety and Health Act. He is assisted by officers in the grades of Principal Safety and Health Officer, Safety and Health Officer/Senior Safety and Health Officers and those of the General Services grades.
- 37.80 Demands in the context of this review pertained to adjustment of salaries of the Safety and Health Cadre to align on grades requiring a degree; creation of additional levels and posts; Duty Exemption/Concession of 100% for all officers of the cadre; provision of car or other types of vehicle of higher engine capacity; motor vehicle loans of up to 30 months; travel grant in lieu of mileage; self enhancement; sponsorship for master level degrees and to grant professional status to officers of the Safety and Health Cadre.
- 37.81 During consultation, parties were sounded that grades are created on the basis of organisational requirements and functional needs. As regards additional posts, ample justifications are needed in terms of improvement of service delivery and normally the onus, rests with Management. Adjustment of salaries is based on the Bureau's framework of pay determination where several job factors are considered. Stakeholders were explained on the criteria and basis for the grant of 100% duty free car. They were apprised that certain of their requests should

have been addressed administratively by their Ministry. On issues related to general conditions of service, parties were informed that these would be considered after examining proposals from all stakeholders.

Safety and Health Unit

- 37.82 In accordance with the First Schedule of the OSHA 2005, the minimum qualification requirements to practice as a Safety and Health Officer is a Diploma in Occupational Health and Safety or its equivalence certified by the Tertiary Education Commission. However, through a recommendation, the EOAC Report has raised the qualifications of the grade from a Diploma to a Degree in Occupational Safety and Health or equivalent coupled with an upsurge in the salary scales of all the grades in the cadre without expounding thereon. This upgrading (both qualification and salary) has been perceived as inequitable and procedurally unfair by other comparable grades performing duties of a similar nature.
- 37.83 After examination, the Bureau views that, there is need to bring some adjustments in the salary structure of the Safety and Health Officer's Cadre for harmonious industrial relations and to restore horizontal salary relativity among the comparable grades of the same occupational group. This change would also necessitate a restructuring of the whole cadre.
- 37.84 We are, therefore, reviewing the structure of the Safety and Health Officer's Cadre and setting anew the minimum qualifications requirement as prescribed by the OSHA 2005 for the entry level position to address the external fairness concerns and to bring consistency, conformity and a more equitable pay treatment for jobs of comparable worth.

Recommendation 18

- 37.85 We recommend a restructuring of the Safety and Health Officer' Cadre to a four level structure as follows:**
- (i) Safety and Health Officer/Senior Safety and Health Officer (Future Holder)**
 - (ii) Principal Safety and Health Officer (Future Holder)**
 - (iii) Assistant Director, Safety and Health Unit (New Grade); and**
 - (iv) Director, Safety and Health Unit.**
- 37.86 We, further, recommend that:**
- (i) in future, appointment to the grade of Safety and Health Officer/Senior Safety and Health Officer (Future Holder) should be by selection from among candidates possessing the Diploma in**

Occupational Health and Safety or Diploma on Occupational Safety and Health Management or its equivalence certified by the Tertiary Education Commission;

- (ii) promotion to the grade of Principal Safety and Health Officer (Future Holder) should be made, on the basis of merit and experience, of officers in the grade Safety and Health Officer/Senior Safety and Health Officer (Personal) and Safety and Health Officer/Senior Safety and Health Officer (Future Holder) reckoning at least four years' service in a substantive capacity in the grade;**
- (iii) appointment to the new grade of Assistant Director, Safety and Health should be made by selection from among officers in the grade of Principal Safety and Health Officer (Personal) and Principal Safety and Health Officer (Future Holder) possessing a Degree in Occupational Safety and Health or equivalent acceptable qualification and reckoning at least three years' service in a substantive capacity in the grade. Incumbent will be required, among others, to assist the Director, Safety and Health Unit in the discharge of his duties; and**
- (iv) the grade of Director, Safety and Health Unit should be filled by promotion, on the basis of merit and experience, from the grade of Assistant Director, Safety and Health.**

PUBLIC SECTOR RE-ENGINEERING BUREAU

- 37.87 The Public Sector Re-engineering Bureau (PSRB) was created in the 2013 EOAC Report to provide technical know-how, expertise and support as well as management and technical advisory services to the Reforms Steering Council on targeted restructuring undertakings. It operates under the *aegis* of the Ministry of Civil Service and Administrative Reforms.
- 37.88 The roles and responsibilities of the PSRB are, among others, to provide advisory services to the Reforms Steering Council; conduct organisational and management reviews, systems and its training and development analysis; strengthen the cohesion between key divisions to reduce undue duplication of work, reduces overlapping scopes; and develop the necessary management and operational organigram to promulgate an optimal structure for the delivery of services in the public sector.
- 37.89 The PSRB comprises a three level structure and is serviced by officers in the grades of Director, Public Sector Re-engineering Bureau, Assistant Director, Public Sector Re-engineering Bureau and Management Analyst/Senior Management Analyst.

37.90 In the context of the present review exercise, no representations have been received from both Management and Staff Side. We are, therefore, maintaining the present organisation structure while revising the salary scales of existing grades.

MINISTRY OF CIVIL SERVICE AND ADMINISTRATIVE REFORMS
SALARY SCHEDULE

Salary Code	Salary Scale and Grade
02 000 108	Rs 152000 Senior Chief Executive
02 000 106	Rs 122000 Permanent Secretary
08 095 097	Rs 86000 x 3000 – 92000 Director, Human Resource Management
08 092 094	Rs 77175 x 2825 – 80000 x 3000 – 83000 Director (Planning)
08 069 083	Rs 38350 x 1225 – 40800 x 1525 – 49950 x 1625 – 59700 Assistant Director (Planning)
08 056 079	Rs 27075 x 775 – 32500 x 925 – 37125 x 1225 – 40800 x 1525 – 49950 x 1625 – 53200 Analyst (Management and Human Resources)
08 075 089	Rs 46900 x 1525 – 49950 x 1625 – 62950 x 1850 – 68500 x 1950 – 70450 Deputy Director, Human Resource Management
08 070 085	Rs 39575 x 1225 – 40800 x 1525 – 49950 x 1625 – 62950 Manager, Human Resources

Salary Code	Salary Scale and Grade
08 064 081	<p>Rs 33425 x 925 – 37125 x 1225 – 40800 x 1525 – 49950 x 1625 – 56450</p> <p>Assistant Manager, Human Resources</p>
08 058 078	<p>Rs 28625 x 775 – 32500 x 925 – 37125 x 1225 – 40800 x 1525 – 49950 x 1625 – 51575</p> <p>Senior Human Resource Executive (Personal to officers in post as at 31.12.12)</p>
08 058 074	<p>Rs 28625 x 775 – 32500 x 925 – 37125 x 1225 – 40800 x 1525 – 45375</p> <p>Senior Human Resource Executive (New Grade)</p>
08 050 071	<p>Rs 22575 x 625 – 23200 x 775 – 32500 x 925 – 37125 x 1225 – 40800</p> <p>Human Resource Executive</p>
08 056 085	<p>Rs 27075 x 775 – 32500 x 925 – 37125 x 1225 – 40800 x 1525 – 49950 x 1625 – 62950</p> <p>Human Resource Management Officer (Personal)</p>
18 072 087	<p>Rs 42325 x 1525 – 49950 x 1625 – 62950 x 1850 – 66650</p> <p>Director, Safety and Health Unit</p>
18 066 084	<p>Rs 35275 x 925 – 37125 x 1225 – 40800 x 1525 – 49950 x 1625 – 61325</p> <p>Assistant Director, Safety and Health Unit (New Grade)</p>
18 061 082	<p>Rs 30950 x 775 – 32500 x 925 – 37125 x 1225 – 40800 x 1525 – 49950 x 1625 – 58075</p> <p>Principal Safety and Health Officer (Personal to officers in post as at 31.12.15)</p>
18 056 081	<p>Rs 27075 x 775 – 32500 x 925 – 37125 x 1225 – 40800 x 1525 – 49950 x 1625 – 56450</p> <p>Principal Safety and Health Officer (Future Holder)</p>

Salary Code	Salary Scale and Grade
18 044 079	<p>Rs 19575 x 475 – 21950 x 625 – 23200 x 775 – 32500 x 925 – 37125 x 1225 – 40800 x 1525 – 49950 x 1625 – 53200</p> <p>Safety and Health Officer/Senior Safety and Health Officer (Personal to officers in post as at 31.12.15)</p>
18 044 074	<p>Rs 19575 x 475 – 21950 x 625 – 23200 x 775 – 32500 x 925 – 37125 x 1225 – 40800 x 1525 – 45375</p> <p>Safety and Health Officer/Senior Safety and Health Officer (Future Holder)</p>
08 056 070	<p>Rs 27075 x 775 – 32500 x 925 – 37125 x 1225 – 40800 x 1525 – 48425</p> <p>Office Management Executive</p>
08 049 070	<p>Rs 21950 x 625 – 23200 x 775 – 32500 x 925 – 37125 x 1225 – 39575</p> <p>Office Management Assistant</p>
08 050 069	<p>Rs 22575 x 625 – 23200 x 775 – 32500 x 925 – 37125 x 1225 – 38350</p> <p>Higher Executive Officer (Personal)</p>
08 046 067	<p>Rs 20525 x 475 – 21950 x 625 – 23200 x 775 – 32500 x 925 – 36200</p> <p>Office Supervisor (Personal)</p>
08 038 062	<p>Rs 17375 x 325 – 17700 x 375 – 19575 x 475 – 21950 x 625 – 23200 x 775 – 31725</p> <p>Special Clerical Officer (Personal)</p>
08 035 062	<p>Rs 16400 x 325 – 17700 x 375 – 19575 x 475 – 21950 x 625 – 23200 x 775 – 31725</p> <p>Management Support Officer (Personal)</p>
08 027 060	<p>Rs 14050 x 275 – 15150 x 300 – 15750 x 325 – 17700 x 375 – 19575 x 475 – 21950 x 625 – 23200 x 775 – 30175</p> <p>Clerical Officer/Higher Clerical Officer (Personal) Management Support Officer (New Grade)</p>

Salary Code	Salary Scale and Grade
08 058 074	Rs 28625 x 775 – 32500 x 925 – 37125 x 1225 – 40800 x 1525 – 45375 Senior Shorthand Writer
08 051 070	Rs 23200 x 775 – 32500 x 925 – 37125 x 1225 – 39575 Shorthand Writer
08 043 069	Rs 19200 x 375 – 19575 x 475 – 21950 x 625 – 23200 x 775 – 32500 x 925 – 37125 x 1225 – 38350 Confidential Secretary
08 036 062	Rs 16725 x 325 – 17700 x 375 – 19575 x 475 – 21950 x 625 – 23200 x 775 – 31725 Senior Word Processing Operator
05 056 076	Rs 27075 x 775 – 32500 x 925 – 37125 x 1225 – 40800 x 1525 – 48425 Senior Library and Documentation Officer
05 044 072	Rs 19575 x 475 – 21950 x 625 – 23200 x 775 – 32500 x 925 – 37125 x 1225 – 40800 x 1525 – 42325 Library and Documentation Officer
08 026 059	Rs 13790 x 260 – 14050 x 275 – 15150 x 300 – 15750 x 325 – 17700 x 375 – 19575 x 475 – 21950 x 625 – 23200 x 775 – 29400 Word Processing Operator
05 027 060	Rs 14050 x 275 – 15150 x 300 – 15750 x 325 – 17700 x 375 – 19575 x 475 – 21950 x 625 – 23200 x 775 – 30175 Library Clerk
24 036 052	Rs 16725 x 325 – 17700 x 375 – 19575 x 475 – 21950 x 625 – 23200 x 775 – 23975 Head Office Care Attendant
24 022 051	Rs 12750 x 260 – 14050 x 275 – 15150 x 300 – 15750 x 325 – 17700 x 375 – 19575 x 475 – 21950 x 625 – 23200 Driver

Salary Code	Salary Scale and Grade
24 019 048	Rs 11970 x 260 – 14050 x 275 – 15150 x 300 – 15750 x 325 – 17700 x 375 – 19575 x 475 – 21475 Office Care Attendant/Senior Office Care Attendant
24 016 043	Rs 11200 x 250 – 11450 x 260 – 14050 x 275 – 15150 x 300 – 15750 x 325 – 17700 x 375 – 19200 Stores Attendant
24 015 041	Rs 10950 x 250 – 11450 x 260 – 14050 x 275 – 15150 x 300 – 15750 x 325 – 17700 x 375 – 18450 Handy Worker
CIVIL SERVICE COLLEGE, MAURITIUS	
02 096 098	Rs 89000 x 3000 – 95000 Director, Civil Service College
02 069 085	Rs 38350 x 1225 – 40800 x 1525 – 49950 x 1625 – 62950 Coordinator, Civil Service College
02 054 081	Rs 25525 x 775 – 32500 x 925 – 37125 x 1225 – 40800 x 1525 – 49950 x 1625 – 56450 Trainer
PUBLIC SECTOR RE-ENGINEERING BUREAU	
01 000 105	Rs 119000 Director, Public Sector Re-engineering Bureau
01 086 095	Rs 64800 x 1850 – 68500 x 1950 – 74350 x 2825 – 80000 x 3000 – 86000 Assistant Director, Public Sector Re-engineering Bureau

Salary Code	Salary Scale and Grade
01 054 085	Rs 25525 x 775 – 32500 x 925 – 37125 x 1225 – 40800 x 1525 – 49950 x 1625 – 62950 Management Analyst/Senior Management Analyst
