

20. HUMAN RESOURCE DEVELOPMENT COUNCIL

- 20.1 The Human Resource Development Council (HRDC), set up as a body corporate under the provision of the HRDC Act 2003, operates under the *aegis* of the Ministry of Education and Human Resources, Tertiary Education and Scientific Research. It envisions to have always “a creative and competent HR Base”.
- 20.2 The objects of the Council are, among others, to promote human resource development in line with national economic and social objectives; stimulate a culture of training and lifelong learning at the individual, organisational and national levels for employability and increasing productivity; and provide the necessary human resource thrust for successful transformation of the economy into a knowledgeable hub.
- 20.3 In line with the Government’s Programme 2015-2019, the HRDC is called upon to play a fundamental role in the evolving socio-economic architecture of Mauritius. The Council would be required to initiate skills development programmes to reduce the mismatch between demand and supply of human resources, address the graduate unemployment problem and contribute to Government’s vision in making Mauritius a “nation d’entrepreneurs” through its Skills for Growth Scheme.
- 20.4 The organisation is headed by a Director who is the Chief Executive of the Council. The latter is assisted in the day-to-day business operations by a Deputy Director and three Managers each in charge of the three divisions, namely; Corporate, Research and Consultancy, and Finance respectively. Officers from other various cadres also provide support to Management.
- 20.5 During consultations both Management and Staff Association have submitted that there is need to review upward the remuneration package of certain grades at top level owing to the specificity of the HRDC, being an apex organisation. In addition, a fit-for-purpose organisation structure has been requested, through the creation of appropriate grades to meet the new challenges and implement national projects.
- 20.6 After duly examining the various requests of both Management and Staff Association the Bureau is making appropriate recommendations to enable the Council to enhance its service delivery through the strengthening of the structure at different levels. We are also allowing for movement beyond top salary to some officers and providing enhanced pension benefits to certain category of employees.

Adjustment of Salary Scale

- 20.7 The Bureau has received requests to review the salary scales of certain top positions further to recommendations made in a report submitted by an external consultant prior to 2013 PRB Report. **We have examined the issue in-depth and have come to the conclusion that the matter should be dealt with administratively at the level of the Council and the parent Ministry, which have the prerogative of granting top up allowances wherever deem necessary.**

FINANCE DIVISION

Head, National Training Fund Unit (New Grade)

- 20.8 According to the HRDC Act, one of the main functions of the Council is to manage the National Training Fund (NTF) whereby employers contribute a training levy to the Council. The Finance Division is currently responsible for the management of the Training Levy/Grant System and accounting/budgeting issues.
- 20.9 Management has submitted that since the HRDC receives around Rs 425m annually and disburses around Rs 280m as Grant refund, the NTF Unit and the Accounting/Budgeting Unit should function separately for better control, with shared responsibility and accountability. Moreover, the Independent Commission against Corruption (ICAC) recommended, further to a Corruption Prevention Review (CPR) exercise carried out at the HRDC, that the Finance Division be restructured such that the NTF Unit is separated from the Accounting activities. As such, request has been made for the creation of a grade of Team Leader (NTF) to look after the day-to-day management of the NTF.
- 20.10 The Bureau has examined the request and considers that there is merit in the case. We are, therefore, providing for another appellation in line with the duties and responsibilities devolving upon the grade and making an appropriate recommendation to that end.

Recommendation 1

- 20.11 **We recommend the creation of the grade of Head, National Training Fund Unit. Appointment thereto should be made by selection from among candidates who are members of a professional body acceptable to the HRDC, registered with the Mauritius Institute of Professional Accountants (MIPA) and possess a Master's Degree in Finance or Management or Administration from a recognised institution. Candidates should also reckon at least five years post-qualification experience in management/administration; have a track record to demonstrate commitment to the provision of high quality financial services; possess problem solving**

skills and have ability to think strategically; and possess excellent administrative, interpersonal and communication skills.

- 20.12 Incumbent would be responsible to the Manager, Finance for the smooth functioning and management of the NTF Unit and would be required, *inter- alia*, to: manage the day-to-day operations of the NTF Unit; ensure timely transfer of grant refund to employers and training centres; ensure the prevalence of a proper internal control mechanism in the training unit; initiate actions in relation to cases of malpractice; provide advice, functional guidance and assistance to employers and training centres on training grant system; and manage the investment portfolio of the NTF and advise on investment strategies.

Monitoring Unit

Inspection and Monitoring Officer (Roster) (New Grade)

- 20.13 The HRDC is required to monitor the participation of employers, employees and job seekers in training schemes and programmes. In this context, regular site visits are conducted to ensure that training are effectively being dispensed, as grants are released for this specific purpose to organisations. This monitoring exercise is conducted by officers of the Monitoring Unit, which comprises one Executive Assistant/Senior Executive Assistant and Management Support Officers. The present staffing complement is considered to be inadequate to fulfil the purpose for which the Unit has been established.
- 20.14 Management has submitted that due to an increase in the number of visits and activities at the Monitoring Unit, there is need for a dedicated grade to perform these duties particularly regarding inspection and monitoring. We consider that this arrangement would enable a better service delivery through proper check and balances. We are, therefore, providing this new grade.

Recommendation 2

- 20.15 **We recommend the creation of the grade of Inspection and Monitoring Officer (Roster). Appointment, thereto, should be made by selection from among serving officers of the HRDC possessing a Cambridge Higher School Certificate or passes in at least two subjects obtained on one certificate at the General Certificate of Education “Advanced Level” and reckoning at least four years’ experience in a training or educational environment. Candidates should also be computer literate and possess good communication skills.**
- 20.16 Incumbent would be required, *inter alia*, to: liaise with appropriate departments/ units for retrieval of relevant documents for conduct of inspection/monitoring; assist in the elaboration of programmes for inspection and monitoring; conduct inspection and monitoring visits, as per programme elaborated; check that training is being effectively carried out; assist in the preparation of inspection

and monitoring reports for submission to management; inspect, on site, multimedia facilities procured by institutions and submit reports thereon; inspect, during visits, the records of employer/trainer related to the training being delivered; compile data for statistical purposes; and attend court in cases of prosecution related to the Training Grant Scheme, as and when required.

RESEARCH AND CONSULTANCY DIVISION

20.17 Management has informed that further to certain measures enunciated in the Government Programme 2015-2019, there has been an expansion in the activities at the Research and Consultancy Division. The latter's responsibilities are now geared towards research and the operationalisation and implementation of projects at various levels of the economy. New projects include those regarding national HRD policy development, career development as well as those involving collaboration with industry associations.

20.18 In this context, Management has apprised the Bureau that the Division is being renamed Research and Project Division and consequently, the appellation of the grade of Manager, Research and Consultancy be reviewed. We consider the request to be justified and are reviewing the appellation.

Manager, Research and Projects *formerly Manager, Research and Consultancy*

Recommendation 3

20.19 We recommend that the grade of Manager, Research and Consultancy be restyled Manager, Research and Projects.

Research and Development Coordinator **Senior Research and Development Officer** *formerly Research and Development Officer*

20.20 Management has submitted that there is no longer the operational need to maintain the grades of Research and Development Coordinator and Research and Development Officer as two distinct grades, since incumbents are required to manage individual projects and report directly to the Manager, Research and Consultancy, now restyled Manager, Research and Projects. In such a context, both grades are performing the same duties. It has, therefore, been proposed to merge these two grades under a new appellation of Project Leader.

20.21 After an in-depth examination, the Bureau has noted that the duties and responsibilities devolving upon the grades of Research and Development Coordinator and Research and Development Officer are specific and distinct, without any major overlapping. Moreover, one of the main duty of the Research and Development Coordinator is to supervise the work of the Research and Development Officers. In such a context, a merger of the two grades would not

be appropriate, the more so the conduct of research and development of projects is a core function of the organisation.

20.22 However, we have observed a change in the way of operating of Research and Development Officers, where they are given much leeway in conducting their projects and making informed decisions. Against such a background, we are providing for movement beyond top salary to allow incumbents to benefit from better career earnings and restyling the grade to a more appropriate appellation which better reflects the nature and level of duties devolving upon the officers. In addition, the Bureau has taken into consideration the critical importance of the Division and expansion of activities thereat. In this respect, we are making a recommendation which would enhance service delivery.

Recommendation 4

20.23 We recommend that:

- (i) the grade of Research and Development Officer be restyled Senior Research and Development Officer;**
- (ii) incumbents in the grade of Senior Research and Development Officer, *formerly Research and Development Officer*, who have reached the top of their salary scale should be allowed to move incrementally in the master salary scale up to salary point Rs 68500 provided they:(a) have drawn the top salary for a year; (b) have been efficient and effective in their performance during the preceding year; and (c) are not under report; and**
- (iii) Management considers the advisability of increasing the establishment size of the grade of Research and Development Coordinator and consequently that of Senior Research and Development Officer, *formerly Research and Development Officer*, for an enhanced service delivery.**

Research and Development Officer (New Grade)

20.24 In view of the expansion in activities at the HRDC, the Bureau has been informed that there is need to strengthen the structure at the base with the creation of an appropriate level which would provide assistance to the Senior Research and Development Officers, *formerly Research and Development Officer*, in the conduct of research. The Bureau is agreeable to the proposal.

Recommendation 5

20.25 We recommend the creation of the grade of Research and Development Officer. Appointment, thereto, should be made by selection from among candidates possessing a degree in Economics or Mathematics or Statistics or any other relevant field acceptable to the Council.

- 20.26 Incumbents would be required, *inter alia*, to: assist the Senior Research and Development Officer in the conduct of research; undertake literature reviews to support HRD projects; assist in the preparation of project proposals and project documents; assist in the planning, implementation, monitoring and evaluation of HRD projects; collect, collate and compile data; organise and participate in outreach activities based on HRD projects; and assist in the maintenance of project databases.
- 20.27 **We further recommend that, in future, appointment to the grade of Senior Research and Development Officer should be made by promotion of officers in the grades of Research and Development Officer reckoning at least three years' service in a substantive capacity in the grade and possessing a postgraduate degree in a relevant field acceptable to the Council. In the absence of suitably qualified candidates, the grade should be filled by selection from among candidates possessing a post graduate degree in Econometrics or Statistics or Demography or Economics and reckoning at least three years' experience in research in an educational or training or related industrial environment.**

PROCUREMENT AND SUPPLY/GENERAL SERVICES

Procurement and Supply Officer/Senior Procurement and Supply Officer *formerly Procurement and Supply Officer*

- 20.28 The Procurement and Supply Unit of the HRDC is presently manned by a Procurement and Supply Officer. In view of the absence of a career path and in line with the Bureau's policy favouring career earnings, we are restyling the grade of Procurement and Supply Officer to a more appropriate job appellation to be in consonance with the nature of duties performed. We are also providing a form of compensation to the incumbent for possessing higher qualifications.

Recommendation 6

- 20.29 **We recommend that the grade of Procurement and Supply Officer be restyled Procurement and Supply Officer/Senior Procurement and Supply Officer.**
- 20.30 **We further recommend that incumbents in the grade of Procurement and Supply Officer/Senior Procurement and Supply Officer, *formerly Procurement and Supply Officer*, possessing a diploma in Purchasing and Supply Management or an equivalent qualification should be allowed to move incrementally in the master salary scale up to salary point Rs 42325, 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.

Clerical Officer (New Grade)

20.31 The General Services cadre at the HRDC, comprises the polyvalent and multifunctional grade of Management Support Officer and the evanescent grade of Clerk/Word Processing Operator/Senior Clerk/Word Processing Operator. We are further reinforcing the structure at the lower level through the creation of a grade of Clerical Officer.

Recommendation 7

20.32 We recommend the creation of the grade of Clerical Officer in line with the provisions made at paragraph 23 of Volume 2 Part II of this Report.

Enhanced Pension Benefits for PhD Holders of the HRDC

20.33 The core function of the HRDC consists mainly of research activities. In view of this specificity and the organisation's mandate, the Bureau considers that an incentive to further promote research in the field of Human Resource Development should be provided to staff of certain grades who possess a PhD. We believe that such a measure may motivate officers to follow courses leading to doctoral degrees. We are, therefore, making a specific recommendation to that effect.

Recommendation 8

20.34 We recommend that officers of the Research and Project Division, formerly Research and Consultancy Division, performing duties related to research and holding a relevant PhD degree recognised by the Council, should be granted four pensionable months of service every three years of post-doctoral effective service subject to a maximum of 40 months.

Ad hoc Allowance to employees in the grade of Driver/Messenger

20.35 The Bureau has been apprised that officers in the grades of Driver/Messenger and Driver/Messenger (Personal) are regularly called upon to effect repairs and maintenance works (electrical, plumbing and pipe fitting, painting, masonry, carpentry and joinery and general maintenance works). As these tasks fall outside their normal duties and require the possession of specific skills and competencies, we consider that payment of an *ad hoc* allowance to the officers concerned is justified.

Recommendation 9

20.36 We recommend that Management considers the advisability of granting an *ad hoc* allowance to be determined by the Board of the HRDC, to officers in the grades of Driver/Messenger and Driver/Messenger (Personal) who are regularly called upon to carry out repairs and maintenance works.

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SALARY SCHEDULE

- HRDC 1 : Rs 12750 x 260 – 14050 x 275 – 15150 x 300 – 15750 x 325 – 17700 x 375 – 19575 x 475 – 21950 x 625 – 23200**
Driver/Messenger
- HRDC 2 : Rs 13010 x 260 – 14050 x 275 – 15150 x 300 – 15750 x 325 – 17700 x 375 – 19575 x 475 – 21950 x 625 – 23200 x 775 – 23975**
Handy Worker (Skilled)
- HRDC 3 : Rs 12750 x 260 – 14050 x 275 – 15150 x 300 – 15750 x 325 – 17700 x 375 – 19575 x 475 – 21950 x 625 – 23200 x 775 – 24750**
General Assistant/Senior General Assistant
- HRDC 4 : Rs 13270 x 260 – 14050 x 275 – 15150 x 300 – 15750 x 325 – 17700 x 375 – 19575 x 475 – 21950 x 625 – 23200 x 775 – 24750**
General Assistant/Senior General Assistant (personal to employees in post as at 30.06.2008)
- HRDC 5 : Rs 12490 x 260 – 14050 x 275 – 15150 x 300 – 15750 x 325 – 17700 x 375 – 19575 x 475 – 21950 x 625 – 23200 x 775 – 25525**
Receptionist/Telephone Operator
- HRDC 6 : Rs 15750 x 325 – 17700 x 375 – 19575 x 475 – 21950 x 625 – 23200 x 775 – 25525**
Driver/Messenger (personal to employees in post as at 30.06.2008)
- HRDC 7 : Rs 14050 x 275 – 15150 x 300 – 15750 x 325 – 17700 x 375 – 19575 x 475 – 21950 x 625 – 23200 x 775 – 30175**
Clerical Officer (New Grade)
- HRDC 8 : 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 – 31725**
Clerk/Word Processing Operator/Senior Clerk/Word Processing Operator (personal to holder in post as at 30.06.2008)
- HRDC 9 : Rs 16400 x 325 – 17700 x 375 – 19575 x 475 – 21950 x 625 – 23200 x 775 – 32500**
Management Support Officer

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- HRDC 10 : **Rs 17375 x 325 – 17700 x 375 – 19575 x 475 – 21950 x 625 – 23200 x 775 – 32500**
Accounts Clerk
- HRDC 11 : **Rs 17375 x 325 – 17700 x 375 – 19575 x 475 – 21950 x 625 – 23200 x 775 – 32500 x 925 – 37125 x 1225 – 38350**
Executive Assistant/Senior Executive Assistant
- HRDC 12 : **Rs 19200 x 375 – 19575 x 475 – 21950 x 625 – 23200 x 775 – 32500 x 925 – 37125 x 1225 – 38350**
Confidential Secretary
- HRDC 13 : **Rs 22575 x 625 – 23200 x 775 – 32500 x 925 – 37125 x 1225 – 40800**
Procurement and Supply Officer/Senior Procurement and Supply Officer
formerly Procurement and Supply Officer
- HRDC 14 : **Rs 23200 x 775 – 32500 x 925 – 37125 x 1225 – 40800**
Inspection and Monitoring Officer (Roster) (New Grade)
- HRDC 15 : **Rs 21950 x 625 – 23200 x 775 – 32500 x 925 – 36200 QB 37125 x 1225 – 40800 x 1525 – 49950 x 1625 – 51575**
Accounting Technician/Senior Accounting Technician
- HRDC 16 : **Rs 21950 x 625 – 23200 x 775 – 32500 x 925 – 37125 x 1225 – 40800 x 1525 – 42325 QB 43850 x 1525 – 49950 x 1625 – 51575**
Accounting Technician/Senior Accounting Technician (Personal to holder in post as at 30.06.2008)
- HRDC 17 : **Rs 25525 x 775 – 32500 x 925 – 37125 x 1225 – 40800 x 1525 – 49950 x 1625 – 56450**
Research and Development Officer (New Grade)
- HRDC 18 : **Rs 26300 x 775 – 32500 x 925 – 37125 x 1225 – 40800 x 1525 – 49950 x 1625 – 56450**
IT Officer
- HRDC 19 : **Rs 30175 x 775 – 32500 x 925 – 37125 x 1225 – 40800 x 1525 – 49950 x 1625 – 56450**
Public Relations and Communication Officer

20. HUMAN RESOURCE DEVELOPMENT COUNCIL (Contd)

- HRDC 20 : **Rs 27075 x 775 – 32500 x 925 – 37125 x 1225 – 40800 x 1525 – 49950 x 1625 – 62950**
Administrative/Human Resource Management Officer
- HRDC 21 : **Rs 28625 x 775 – 32500 x 925 – 37125 x 1225 – 40800 x 1525 – 49950 x 1625 – 62950**
Accountant/Senior Accountant
Internal Auditor/Senior Internal Auditor
formerly Internal Auditor
- HRDC 22 : **Rs 38350 x 1225 – 40800 x 1525 – 49950 x 1625 – 62950**
Senior Research and Development Officer
formerly Research and Development Officer
Systems Administrator
- HRDC 23 : **Rs 51575 x 1625 – 62950 x 1850 – 68500 x 1950 – 70450**
Research and Development Coordinator
- HRDC 24 : **Rs 38350 x 1225 – 40800 x 1525 – 49950 x 1625 – 62950 x 1850 – 68500 x 1950 – 74350**
Head, National Training Fund Unit (New Grade)
- HRDC 25 : **Rs 62950 x 1850 – 68500 x 1950 – 74350 x 2825 – 80000 x 3000 – 92000**
Manager, Corporate
Manager, Finance
Manager, Research and Projects
formerly Manager, Research and Consultancy
- HRDC 26 : **Rs 101000**
Deputy Director
- HRDC 27 : **Rs 110000**
Director

