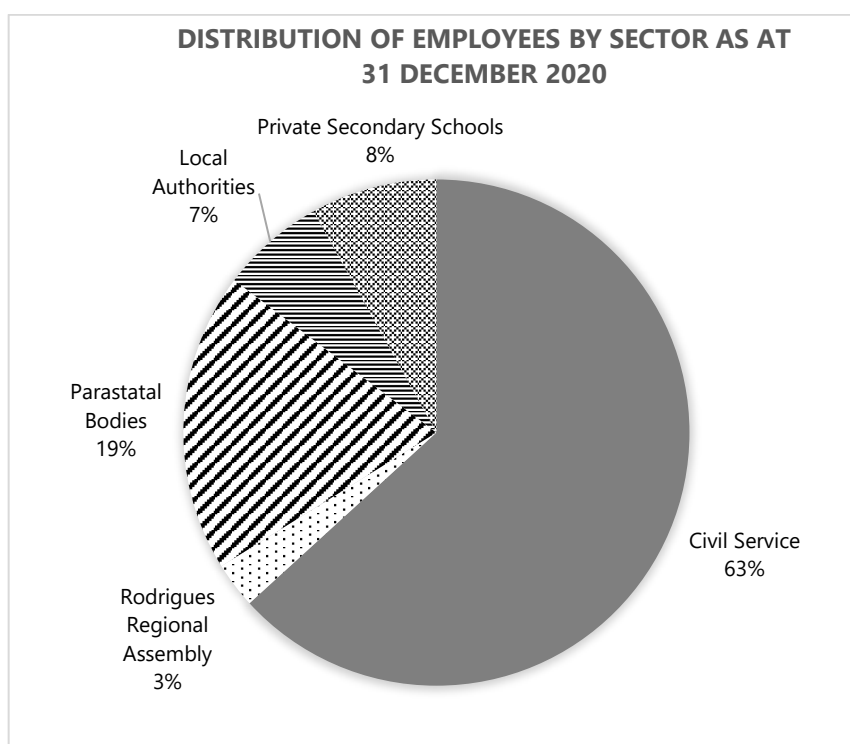


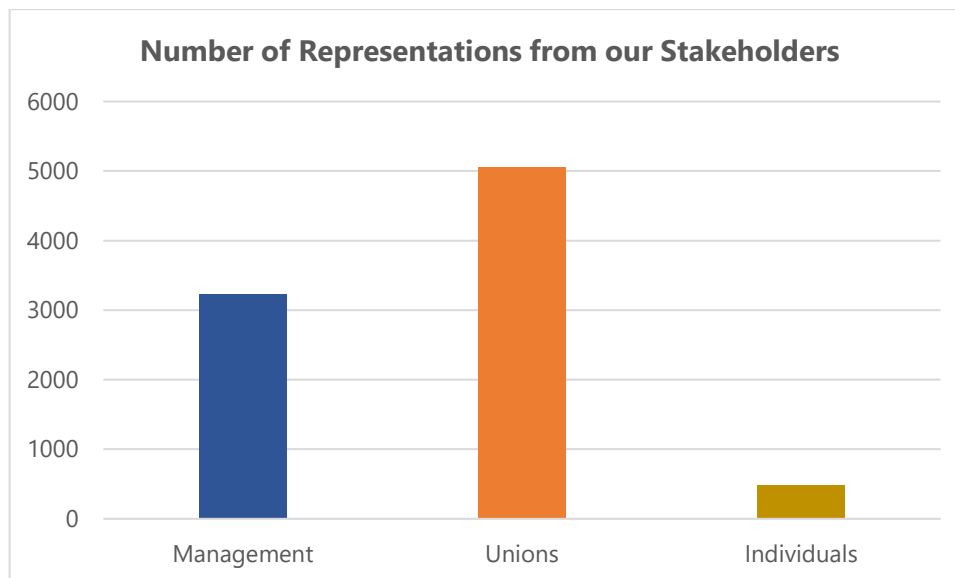
## 1. INTRODUCTION

- 1.1 This is the 9<sup>th</sup> Report of the Pay Research Bureau (PRB) on Pay and Grading Structures and Conditions of Service in the Public Sector and the 1<sup>st</sup> Post-COVID-19 Report. It has been carried out in an unprecedented sanitary situation whereby the world, including Mauritius, is facing the economic and other consequences of the pandemic. We are now globally in a newly shaped environment, often referred to as the “New Normal”. It is, therefore, imperative to send the right signal to all public sector employees and the employer as well to ensure that the public sector is seen to be sharing the sanitary pain and economic burden of the “New Normal”.
- 1.2 At the very outset, we wish to emphasize that the Public Sector has to move with a greater speed than the sanitary and economic crises in order to enable it to act as pace setter in this scenario of change. There is need to think, do and act differently, such that the same or better outcomes are attained in the new post-COVID-19 set up. The new slogans for operating in the newly-shaped environment and for building a Future-Ready public service have now turned out to be “Do More with Less” and “Innovate or Evaporate”. The Bureau pays tribute to all public officers who have worked and continue to perform selflessly since and during the pandemic, under all risks and perils, and for their unflinching contribution in the functioning and delivery of Government business.
- 1.3 Our remit group consists of all grades in the Civil Service, 99 Parastatal Bodies, Local Authorities, Rodrigues Regional Assembly and Private Secondary Schools. Overall, the size of the remit group revolves around 87000 employees and 27000 government pensioners. The distribution of employees covered by the PRB (sectorwise) as at 31 December 2020 is depicted in the pie chart below:



## Background to the Current General Review

- 1.4 The last Report was published in March 2016 and its implementation was approved by Government with effect from 01 January 2016. An Addendum Report followed in October 2016 to identify and correct genuine errors and alleged anomalies or implementation difficulties arising out of the 2016 PRB Report. No major implementation problem was encountered.
- 1.5 For this Report, we have received around 8700 representations on pay and grading structures and conditions of service from our stakeholders across the whole public sector, including those made on an individual basis as depicted below:



- 1.6 This overall review has undoubtedly been one of the most challenging, primarily due to the sanitary and economic crises. In addition, as outlined in the ensuing paragraphs, some new external elements emerged, which all had a bearing on the salary revision exercise.
- 1.7 The major overhaul caused by the COVID-19 prompted Governments over the world to take unprecedented exceptional measures to address the crises. One among them included ways and means to reduce the overall public sector wage bill to sustainable level, namely through austerity packages and furlough schemes, comprising, *inter alia*, employment cutbacks, wage cuts/freeze, reduced bonus, unpaid leave and limiting overtime payment.
- 1.8 Our economy also was not spared by the adverse effects of the Pandemic. In fact, most of the sectors witnessed a negative growth except for the ICT and financial services. In 2020, Gross Domestic Product growth contracted significantly, while the inflation rate remained more or less constant. To cope with this state of affairs, the Mauritian Government as well adopted a few measures to reduce public sector spending while urging Ministries/Departments/ Organisations to make optimum use of available resources at lowest costs. In such a context, affordability has been of overriding consideration for this review.

- 1.9 In pursuance of its objectives with regard to reducing income inequality and promoting social inclusiveness, Government adopted certain policies to improve the financial well being of employees at the lowest rung. In this regard, a National Minimum Wage (NMW) was introduced and became effective as from 01 January 2018. The fixing of a NMW had a bearing on the lowest starting salary in the Civil Service, the moreso, the National Wage Consultative Council Act provided for the Bureau to take the NMW as the baseline for the following salary review.
- 1.10 Other new elements which had an impact on the salary revision exercise include the payment of an interim monthly allowance, granted by Government as from 01 January 2020 to all public officers pending the publication of the 2021 Report. In addition to a few measures as per Government's Programme, applicable provisions of relevant legislations were of central importance to the Bureau while framing its recommendations. We have also considered the deferred benefits offered by the Contribution Sociale Généralisée from a total remuneration perspective.
- 1.11 **Bearing these elements in mind, among others, we have brought the salary ratio of the General Worker to the Permanent Secretary, which was 1:7 pre-tax in 2016 Report to 1:6.2. With this Report, the salary ratio of the General Worker to the Senior Chief Executive has decreased.** While recognising social acceptability of our pay recommendations and the affordability constraints being faced by Government, we have also ensured that up to a certain salary level, public sector employees experienced no real term erosion of their pay.
- 1.12 We consider it relevant to highlight that as part of the consultation exercise and with a view to making appropriate recommendations, the Bureau requested for additional essential information/document/statistics from union members and Management. However, we noted that in many instances these were not submitted to us despite several reminders. Such cases of information deficit limited our ability to proceed with the examination of the representations and as a result, we had no other alternative than to disregard those proposals. Moreover in a bid to reduce errors owing to incomplete or wrong information furnished by our stakeholders, the Bureau had to spend much time in the checking and counterchecking of the information submitted.
- 1.13 It is against this backdrop, strewn with daunting challenges, that the Bureau has calibrated its recommendations in alignment with Government's broad vision. The following fundamental considerations have equally been taken on board prior to arriving at our recommendations:
- (i) the economic and social conditions in the country coupled with Government's capacity to pay particularly with the advent of the pandemic and its unintended consequences;
  - (ii) provision of a pay package based on level of responsibilities and job performance and on evidence demonstrated by a job evaluation exercise;

- (iii) the need for fair and equitable compensation in comparison with current levels of remuneration paid within the private sector for broadly comparable positions, while being prudent in the expenditure of public funds;
- (iv) the need to provide a pay package that is acceptable to employees in keeping with Government's vision to minimise income inequality; and
- (v) the findings of a number of surveys carried out by the Bureau to gauge the effectiveness of existing recommendations and frame new ones, wherever the need was felt.

### **Principles underlying our Remuneration Strategy**

- 1.14 The Remuneration Strategy for this Report has been based on system factors and individual factors. Affordability of remuneration and other costs related to human resources have been a key factor. We have been mindful of level of salaries that is not sustainable in the medium and long term. Internal equity has been another important factor. Job Evaluation techniques have been used to establish a rank order of jobs and a value hierarchy has been set based on characteristics such as job responsibilities, accountability and skills, among others. The third system factor has been External Relativity. We have considered what the private sector organisations pay for similar jobs and skills as an important external perspective. Such information have been retrieved from salary surveys, published data sources and other secondary data inputs. A comparison with the market for the jobs gives an indication of the competitiveness of public sector salaries.
- 1.15 Performance-driven remuneration has been the most predominant individual factor that Government wants to encourage and reinforce. The Bureau advocates in the same direction and strives towards strengthening the link between remuneration and performance through the Performance Management System.
- 1.16 Further to the abovementioned strategies, we continue to lay emphasis on the fact that structural changes should encompass delayering and mergers, where relevant and feasible, with a view to favouring flatter organisational structures for an enhanced service delivery and promoting polyvalence at the workplace. In parallel, while conducting changes in the structure, the notion of maximising outcomes at lowest cost should be borne in mind.
- 1.17 The Bureau equally came up with a strategy to tackle the problem of non-implementation of its recommendations or implementation of same in a non-uniform or inconsistent manner in the public sector. In this regard, we have provided at Chapter 20 of this Volume, for another mechanism in replacement of the Departmental Implementation and Monitoring Committee and Central Implementation and Monitoring Committee, as recommended in 2016 Report, in the form of a Standing Committee, under the Chairmanship of the Secretary for Public Service, to look into all implementation problems arising out of this Report, for the whole public sector.

## Presentation of Report

1.18 The Report comprises two volumes. Volume 1 gives general background procedure adopted, general recommendations to enhance efficiency and effectiveness of public services and general conditions of service applicable in the Public Sector. Volume 2 which is divided into four parts, analyses and reviews organisations and pay structures and deals with specific conditions of service in the (i) Civil Service, (ii) Parastatal and Other Statutory Bodies together with the Private Secondary Schools, (iii) Local Authorities and (iv) Rodrigues Regional Assembly.

**1.19 The Report should be treated as an organic whole given all the recommendations contained therein are inextricably intertwined.**

## Salient features of the Current Pay Review

1.20 The ensuing paragraphs set the scene regarding Related Issues and Conditions of Service for this Pay Review with highlights of certain new recommendations.

## Public Sector Management Reforms

1.21 Provision has been made for the Ministry of Public Service, Administrative and Institutional Reforms (MPSAIR) to investigate into the non-implementation of reform initiatives and to come up with corrective measures. We have further advocated for the Transformation Implementation Committees at the level of Ministries/ Departments to revisit their business processes and ensure that reform initiatives are rightly implemented. We have equally recommended for the National Planning and Results Committee to design an Accountability Framework for grades at all levels in the Public Sector.

## Organisation Structures and Related Issues

1.22 To foster a positive environment for business continuity, we have emphasised on the need for Head of Organisations to ensure succession planning. The existing guidelines for creation of grades have been reviewed with a view to setting standards and quality and improving productivity. A framework has been provided in order to assist organisations in their organisational design. In addition, we consider that the Public Sector Business Transformation Bureau should spearhead in meeting the challenges for resilience and exploit new opportunities in the Public Sector. We have also provided for the setting up of a Standing Committee to examine and approve all requests pertaining to the creation of grades in Ministries/Departments/ Organisations.

## Performance Management System and Performance Related Incentive Scheme

1.23 Recommendations have been made for the MPSAIR, as coordinating Ministry, to continue to ensure the monitoring of Performance Management System (PMS) and revisit the PMS process and form for employees of the Workmen's Group. Supervisors/Heads of Departments should be trained on the carrying out of the performance evaluation exercise of employees. We have further focussed on the digitalisation of PMS to ensure adherence to the prescribed timeliness in filling of

Performance Appraisal Forms. We equally consider that the Standing Committee on Performance/Productivity Related Reward should develop an appropriate scheme for all categories of employees of the Public Sector, based on broad guidelines to enable its effective implementation.

### **Training and Development**

- 1.24 A designated position of Training Manager has been provided whereby incumbent would be responsible, among others, for the implementation of Training and Development and to carry out periodic Training Needs Assessments in the Civil Service. We have also advocated for Supervising Officers of Ministries/ Departments/Organisations to mandatorily set up Training Committees at their organisation and ensure the implementation of the Training Action Plan at the level of the Transformation Implementation Committee. A recommendation has also been made for the provision of online training to all officers as part of Business Continuity Plan and existing provisions have been enhanced to suit the emerging demand of the service.

### **Review of Schemes of Service and Qualifications**

- 1.25 We have advocated for review of schemes of service, where applicable, for business continuity and provided for the rotation of officers, to the extent possible to enable them to enhance their skills and competencies.
- 1.26 Regarding grades requiring technical qualification in scarcity areas, recommendation has been made for Management to identify all modes of training/qualifications and to submit to the MPSAIR for appropriate amendment to schemes of service. Emphasis has been laid on the fact that the prescribed qualification(s) should be compatible with the duties laid down in the schemes of service and amendment thereto should be made, as far as possible, within a period of four months.

### **Recruitment, Promotion and Retention**

- 1.27 Issues such as Human Resource Planning; guidelines for promotion framework; provisions for the effective date of promotion in respect of specific cases; and employment practices, reward strategies and retention policies to be adopted so as to recruit and retain officers of right calibre, have been dealt with in this Chapter.
- 1.28 In order to retain incumbents in grades with a very high vacancy rate, a retention premium has been introduced. This mode of compensation is expected to motivate the incumbents to cope with the workload and thus ensure service delivery in their respective organisation.

### **Employment on Contract and Alternative Modes of Employment**

- 1.29 Issues related to benefits to which contractual employees are eligible have, to the extent possible, been addressed. In addition, an indicative framework for the remuneration of different categories of contractual employees has been provided.

### **Part-Time Employment**

- 1.30 Public Officers aged 55 in lieu of 50 or more, holding substantive appointment, have been allowed to opt for part-time work.
- 1.31 The provision made for public officers, although below 50, to be considered for part-time working has been waived, as we consider that this would impede the smooth delivery of service.

### **Retirement and Retirement Benefits – Pension Scheme for the Public Sector**

- 1.32 Most of the existing provisions with respect to officers retiring on specific grounds have been maintained and a few have been improved. The special provision regarding the grant of a one-off payment, equivalent to 2% of the annual pensionable emolument for each completed year of pensionable service to contributing officers retiring with more than 33<sup>1</sup>/<sub>3</sub> years of service, has been improved to allow officers retiring as from 60 years also to benefit from same.

### **Digital Government Transformation**

- 1.33 Emphasis has been laid on the need to shift from e-Government to a digitalisation of government processes and public services so as to make Government operations more efficient. In this context, we have provided a set of guidelines that may be adopted by the Ministry of Information Technology, Communication and Innovation for a proper handling of this digital transformation, while recommending for the continued existence of the Digital Government Computerisation Committee, which is responsible to formulate relevant policies to meet set objectives.

### **Statutory Boards and Committees**

- 1.34 Pursuant to difficulties encountered in compensating persons serving the Boards and Committees with different functions and responsibilities, the Bureau has re-introduced the system of Categorisation of the Statutory Boards and Committees (SB & C) under each Ministry. Henceforth, the SB & C will be classified under categories A, B and C based on defined criteria. In reviewing the fees payable under each category, the Bureau has ensured that the Chairpersons, Members and Secretaries are compensated in a fair and reasonable manner for their competence, commitment and contribution to the Boards and Committees.

### **Redundancy Management**

- 1.35 A Chapter on Redundancy Management has been introduced whereby guidelines have been provided for a planned Redundancy Management Scheme in the Public Sector.

### **Rodrigues and the Outer Islands**

- 1.36 Specific conditions with respect to public officers of Mauritius as well as those of Rodrigues and the Outer Islands who serve on a tour of service have been highlighted. The main features concern disturbance allowance; the grant of inducement allowance for professionals in scarce supply; enhanced vacation leave;

and payment of a specific disturbance allowance to officers serving on a tour of service in Agalega and St Brandon, along with the provision of enhanced pension benefits.

- 1.37 We equally made a recommendation on the quarantine period public officers need to serve prior to proceeding on a tour of service in order to respect sanitary protocol in a similar context as the Covid-19 Pandemic.

### **Conditions of Service and Benefits**

- 1.38 Generally, in each of its Reports, the Bureau has reviewed the Conditions of Service. For this Report also, existing conditions have been updated to cater for changes in the working and other related conditions while others have been redesigned for continued effectiveness. Moreover, some new conditions have been introduced to ensure a competitive package and to respond to unforeseen circumstances, among others.

### **Travelling and Car Benefits**

- 1.39 Besides revising the existing rate of travelling allowances, we have provided a new option for the beneficiaries of 70% duty exemption to benefit from 100% duty exemption on the purchase of a car of up to a certain engine capacity. Further, in addition to lowering the interest rate on loan, provision has been made for green loan at very low rate of interest for the purchase of electric cars and motorcycles. The cash in lieu of duty remission has been revised marginally to encourage officers to opt for duty free cars and the salary level criteria for eligibility to duty free schemes once in a career, has been reviewed. In addition, those who are entitled to Rs 100,000 duty remission (now Rs 115,000) would be granted loan facilities for subsequent purchase/s.

### **Passage Benefit Scheme**

- 1.40 The passage benefit scheme has been further enhanced to enable beneficiaries to use the amount accrued to their balance for new purposes, such as meeting the cost of quarantine for themselves and their immediate family members; and renovation or construction of their primary residence.

### **Working Week, Flexitime, Workers on Shift/Roster/Staggered Hours and Overtime**

- 1.41 The prevailing recommendations have been reviewed to cope with business continuity in unforeseen circumstances. Responsible Officers have the choice to implement either flexible working arrangement or flexible hours of attendance as proposed by the MPSAIR. Business continuity through home working has been upheld in line with the Work from Home Protocol.

### **Task Work in the Public Sector**

- 1.42 To ease implementation, provision for payment of overtime has been made for employees operating on Task Work basis such that all additional hours of work put in above 30 hours in a week are compensated.



### Salary on Promotion

- 1.43 Appropriate adjustments have been brought such that a promotion, be it grade-to-grade or class-to-class, is marked by an increase in salary. A recommendation has also been made to compensate serving officers appointed to a higher grade but, who by virtue of provisions made in the 2016 PRB Report, were not eligible for an increment. Provision for the grant of one increment to serving officers of the Workmen's Class has also been made. Moreover, emphasis has been laid on the fact that all matters pertaining to "salary on promotion" should, henceforth, be referred to the Bureau for consideration.

### Incremental Credit and Higher Qualification Incentive

- 1.44 The scheme regarding payment of Higher Qualification Incentive has been reviewed based on the labour market reality but maintained for officers in scarcity areas.

### Subsistence Allowance

- 1.45 The payment of Subsistence Allowance has been extended to officers who are provided with lodging on half board and have to arrange for at least one meal when proceeding on short training from Rodrigues to Mauritius or short official visits from Mauritius to Rodrigues and the Outer Islands and *vice versa*.

### Uniforms

- 1.46 We have provided for casual/temporary workers who are exposed to occupational risks, to be issued protective clothing/item promptly from date of assumption of duty of incumbent. We have also highlighted that every item of personal protective clothing/equipment should satisfy the basic safety and health requirements applicable to its respective class or type of personal protective equipment and comply with such standards as may be acceptable by the Mauritius Standards Bureau.

### Sick Leave

- 1.47 Provision has been made for sick leave to be also granted to officers to attend medical appointments and routine health checks. Further, the monetary value of untaken sick leave for the year 2020 would be kept in a separate bank and refunded to beneficiaries at the time of retirement or when Government so deems fit, bearing in mind the financial soundness of the economy. This amount may also be used by officers for medical expenses/treatment for themselves or their immediate family members.

### Maternity Leave

- 1.48 Female public officers who are nursing their unweaned child are granted permission for that purpose for a period of six months as from the date of birth. To prevent cases of abuse, request for any extension beyond the six months, would be subject to the production of a medical testimony from a Government Medical Practitioner.

**Study Leave with Pay**

- 1.49 Reviewed parameters have been set for the grant of study leave with pay to ensure a more judicious use of resources/funds.

**Leave Without Pay**

- 1.50 Certain existing provisions regarding the grant of leave without pay have been reviewed to facilitate implementation. New recommendations have been made to allow officers to avail of leave without pay to take up employment in the civil service on a contractual basis.

**Risk, Insurance and Compensation**

- 1.51 While harping for a safe, healthy and risk-free working environment, the Bureau has incorporated new elements and various measures to cope with unprecedented events like the Covid-19 Pandemic. We have also reviewed the *modus operandi* of the risk assessment exercise in favour of a more decentralised approach such that same would be carried out by the Departmental Safety and Health Committee instead of the Risk Assessment Committee. The Bureau is also advocating 'Prevent now rather than pay later' as well as paving the way for the setting up of a Risk Insurance Scheme in lieu of payment of a risk allowance to afford greater protection to the employees.

**Communication Facilities**

- 1.52 The grant of communication facilities to public officers has been maintained. The eligibility criteria for internet allowance have been reviewed as well as the quantum of internet allowance payable whereby a component for the use of "mobile data" while being away from the workplace has been added.

**Foreign Service Allowance and Other Related Allowances**

- 1.53 We have provided for an adjustment mechanism in between overall reviews to cater for any significant erosion in purchasing power of home-based staff posted in our overseas missions, through the payment of a High Inflation Foreign Service Allowance Supplement. Payment of a Dependent Supplement Allowance has also been introduced to cater for part of the living expenses of the accompanying dependents of a diplomatic staff.
- 1.54 Furthermore, payment of a warm clothing allowance has been recommended only in missions where extreme winter conditions prevail. Refund of medical expenses in case of hospitalisation for surgical intervention as well as payment of warm clothing allowance has been extended to accompanying dependent of unmarried career diplomats. Moreover, for a judicious use of resources, we have provided for the Ministry of Foreign Affairs, Regional Integration and International Trade to reassess, on a yearly basis, the degree of hardship in missions where a hardship allowance is being paid and submit its findings to the Foreign Service Committee.

**Civil Service – Volume 2, Part I**

- 1.55 The emphasis of this Volume is on the development of a better Civil Service aligned with Government Vision 2030. It provides an overview of the functions and objectives of each institution, their organisational structure, pay and grading structures and specific conditions of service. Provisions have been made to inculcate a result-oriented culture and ensure business continuity in unforeseen circumstances.
- 1.56 The broad measures enunciated, amongst others, relate to: compression of layers to facilitate decision making; restyling of grades to reflect the core duties; merging of grades with a view to easing delivery of service; revising most allowances to a slight extent and introduction of new allowances on the basis of operational needs; creation of grades based on functional considerations; and where deemed appropriate, qualification requirements have been reviewed to ease recruitment to have the right person in the right position.

**Parastatal Bodies & Other Statutory Bodies – Volume 2, Part II**

- 1.57 Parastatal Bodies which operate as autonomous bodies, ensure that government policies are duly implemented. Each Parastatal Body is under the aegis of a Ministry. For this Report, the creation of grades and merging of levels in a few specific cases have been given due consideration based on strong justifications submitted. Certain organisations structures have been reviewed following the conduct of in-depth studies. Parity has also been brought in terms of salary for corresponding grades in Parastatal Bodies with what obtains in the Civil Service, to the extent possible. Pertinent issues and specific conditions have equally been included in each Parastatal Body.

**Local Authorities – Volume 2, Part III**

- 1.58 We have, to the extent possible, brought harmonisation in terms of hierarchies across all Local Authorities, mostly on alignment with what is obtainable in the Civil Service particularly for the General Services grades. Salaries of comparable/identical grades have also been aligned on their Civil Service counterparts.

**Rodrigues Regional Assembly - Volume 2, Part IV**

- 1.59 With a view to establishing proper accountability and responsibility, the Bureau has reinforced various structures in the Rodrigues Regional Assembly with the creation of several grades and revamping many schemes of service. We have also, to the extent possible, aligned the salaries of comparable/identical grades on those of the Civil Service. The presentation of the salary schedules has been aligned with that of the Civil Establishment Order 2020.

**Remuneration for Part Time Workers**

- 1.60 While determining the revised salaries for employees in part time positions, the Bureau took into account, among others, that incumbents in almost all quarters have been paid the full amount of the interim allowance of Rs 1000 monthly, since January

2020 as approved by the Ministry of Finance, Economic Planning and Development. We consider this increase to be disproportionate *vis-à-vis* employees working on a full time basis.

- 1.61 As a result, we have brought necessary adjustments, based on the actual number of working hours, prior to arriving at the recommended rates. In so doing, the remuneration drawn by certain incumbents prior to the Report becoming effective, may prove to be higher than that recommended in this Report. In such cases, the incumbents should continue to draw the difference between what they are actually drawing and the revised salary as an allowance. This allowance should erode with the subsequent grant of salary compensation(s).**

### Revision of Allowances

- 1.62 In general, in the context of an overall review, the quantum of all allowances is normally revised. With the onset of the COVID-19 Pandemic and resulting unfavourable economic and financial state of the country, we could not adopt the same course of action for this Report. **Instead, we have intelligently focussed more on salary revision, given that benefits are attached thereto and have revised allowances marginally where needed.**
- 1.63 It may happen that following the revision of salaries, the quantum of an allowance which is computed on the initial salary point of a salary scale, turns out to be lesser than what officers were drawing with the previous Report. **In such cases, officers in post as at the eve of the publication of the 2021 Report should continue to draw the higher quantum on a personal basis.**

### Effective Date

- 1.64 The date of implementation of this Report is 01 January 2021, in line with 2016 PRB Report recommendation and after consultations with Government.**
- 1.65 The World economy has been severely impacted by the COVID-19 Pandemic from a weak and fragile situation to one of the worst-hit for decades. The Mauritian economy has not been spared and we indeed have great challenges ahead. This Report has been carried out against this backdrop and in keeping with national affordability, sustainability and social acceptability.
- 1.66 Consequently, the implementation of the recommendations concerning emoluments is being phased over two years. Payment would, therefore, be staged as follows: from 01 January 2021 to 31 December 2021, the salary increases in excess of Rs 1000 would be effected at the discounted rate of 75%. Thereafter, with effect from 01 January 2022, payment would be effected in full. Our Master Salary Conversion Table has, in principle, been worked out on this basis.**
- 1.67 The implementation date for all allowances/benefits is 01 January 2021.**

## Applicability System of Recommendations

- 1.68 For previous reports, applicability of the recommendations contained therein has been based on the decision of employees, exercised through an option form issued by the MPSAIR. This involved the use/collection of more than 80000 forms in multiple copies and considerable administrative work falling upon officers of the HR Cadre and General Services grades, together with undue delay in the implementation of the Report. Furthermore, the Bureau has been informed that, generally, only a few employees do not opt for the Report.
- 1.69 In order not to delay the implementation of this Report and to reduce public expenditure, both in terms of logistics and human resources, especially in the present context of the new world economic and sanitary order, the Bureau is recommending an alternative method of capturing the same information.

### Recommendation 1

- 1.70 We recommend that the provisions of this Report should be applicable to all Public Sector employees working in organisations falling under the purview of the Bureau, who shall be deemed to have exercised an irrevocable option to be governed by the recommendations made in this Report. Those who do not wish to be governed by the recommendations of this Report should express their irrevocable decision, in writing, to the MPSAIR within a period of three months from the date of publication of the Report. Such employees would not be eligible for the revised salary, benefits and related allowances, interim or otherwise, as from the effective date of implementation of this Report.**
- 1.71 We also recommend that:**
- (i) since option is a post review activity, the MPSAIR should continue to be responsible for the administration of the implementation of the Report;**
  - (ii) all employees who have, in writing, expressed their decision not to opt for the salaries and conditions of service as recommended in this Report, should be granted the annual Additional Remuneration, commonly known as Salary Compensation, as per Government decision;**
  - (iii) employees who are deemed to have exercised an option for the revised emoluments and conditions of service recommended in this Report cannot consider any related emolument or allowance to be the subject of an industrial dispute, as stipulated in the Employment Relations Act; and**
  - (iv) for employees who, in the wake of the 2008 PRB Report, opted for the revised salaries and conditions of service but did not opt for the contributory pension scheme, their 2016 hypothetical salary (100%) should, first of all be converted in the Master Salary Conversion Table, following which they should be granted 92% of the converted salary.**

## Master Salary Scale

- 1.72 The revised salaries as provided in the Master Salary Conversion Table at Annex will be effective as from 01 January 2021. The recommended salary scales for all grades are segments of the Master Salary Scale which is provided below:

**Rs 10250 x 175 - 10775 x 200 - 11775 x 205 - 12595 x 230 - 13975 x 250 - 15225 x 260 - 17825 x 275 - 18925 x 300 - 19525 x 325 - 21475 x 375 - 22225 x 400 - 23425 x 525 - 26050 x 675 - 27400 x 825 - 35650 x 900 - 37450 x 950 - 42200 x 1300 - 46100 x 1575 - 49250 x 1650 - 54200 x 1700 - 64400 x 1800 - 69800 x 2000 - 75800 x 2150 - 82250 x 3000 - 88250 x 3125 - 107000**

## The Way Forward

- 1.73 The recommendations contained in this Report have been made with the ultimate objective of providing the necessary impetus to the public sector to meet the growing challenges in a continuously changing environment, while optimising efficiency and promoting accountability and responsibility at the workplace. In tandem, the Report also aims at inculcating a performance culture among employees for an improved service delivery. All along we have been mindful of the financial restraints of Government in the wake of the COVID-19 Pandemic.
- 1.74 We nevertheless believe that the results expected from the recommendations would not be attained if they are not implemented in the right manner within a reasonable period of time. Therefore, every stakeholder is expected to play its role fully, with diligence to attain the set targets.

## Acknowledgements

- 1.75 The writing of this Report would not have been possible without the inputs, proposals and valuable arguments advanced during meetings with all our stakeholders namely, the Federations, Unions/Staff Associations, Management of the different Ministries/Departments/Organisations and our privileged partner responsible for the implementation of the Report, the Ministry of Public Service, Administrative and Institutional Reforms.
- 1.76 We are grateful to the Secretary to Cabinet and Head of the Civil Service for his views on administrative reforms in the Civil Service and also his proposals to bring more dynamism in the administrative cadre. The collaboration of the Secretary for Public Service throughout the conduct of this exercise is acknowledged with thanks. We are equally thankful to the Solicitor-General for the advice tendered by his Office and to the Financial Secretary for his support and cooperation.
- 1.77 Last but not the least, the Bureau conveys its appreciation to its technical staff for their valuable contribution and to its non-technical personnel who in one way or the other participated in accomplishing the tasks of preparation and publication of this Report.

