



Republic of Mauritius

ANNUAL REPORT ON PERFORMANCE

Financial Year 2022/2023

PAY RESEARCH BUREAU

PRIME MINISTER'S OFFICE

THE ANNUAL REPORT 2022/2023

INTRODUCTION

The Annual Report on Performance of the Pay Research Bureau for Financial Year 2022/2023 has been prepared in accordance with the statutory requirement of Section 4B of the Finance and Audit Act and has been structured as per the amended guidelines issued by the Ministry of Finance, Economic Planning and Development (MOFEPD).

An overview of the Bureau's financial performance and achievements for the financial year under review is provided such that it disseminates information to all our stakeholders.

STRUCTURE OF THE REPORT

This Report is divided into four parts as hereunder:-

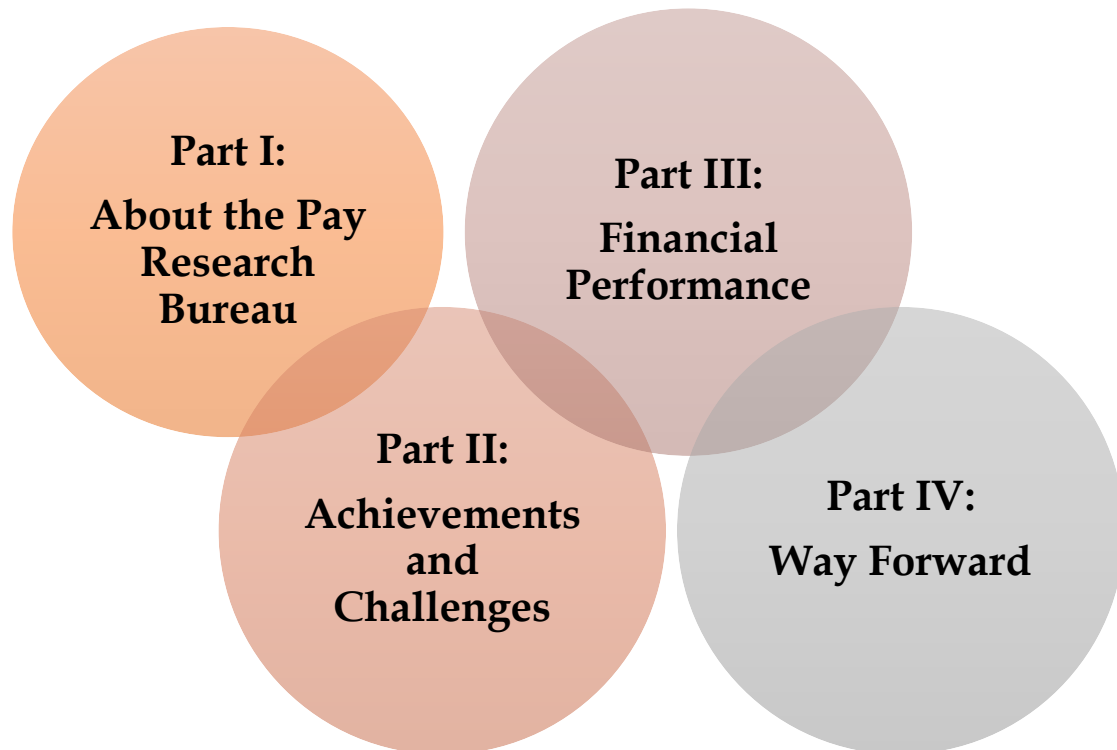


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FOREWORD: DIRECTOR, PAY RESEARCH BUREAU



I am pleased to present the Annual Report on Performance of the Pay Research Bureau (PRB) for the Financial Year 2022/2023.

Year 2022 was mainly geared towards scrutinising some 275 memoranda related to alleged cases of errors and omissions arising out of the main Report and preparing the Addendum to the 2021 PRB Report which was submitted in August 2022.

Once the exercise for the Addendum to the 2021 PRB Report was completed, the Bureau braced itself for another upcoming challenge when Government gave the green light for the PRB to embark on the preparation of its next Report regarding the review of pay, grading structures and conditions of service in the public sector. A communiqué was promptly issued on the website of the Bureau to inform public officers accordingly. In that connection, a correspondence was addressed to Federations to apprise them and in June 2023 a Circular was issued to the Federations regarding submission of their memorandum on Conditions of Service.

Side by side, we continued to tender our advice on salary grading/remuneration and processed a number of adhoc cases referred to the Bureau by the Ministry of Public Service, Administrative and Institutional Reforms (MPSAIR). Further, several working sessions were held with our stakeholders on issues mainly related to amendments brought to schemes of service and cases related to organisational restructuring.

As a member of the Board of the National Wage Consultative Council, all meetings of the Council were attended by representatives of the Bureau. Staff of the technical team also represented the Bureau in Court/Commission for Conciliation and Mediation/Conciliation Service/Tribunals as witness or co-defendant in cases of industrial disputes arising out of the interpretation or clarification of recommendations of the PRB Reports. The Bureau, as a recommending body, collaborated fully with its stakeholders and provided technical input in the various Standing Committees and other Committees at

the level of the MPSAIR and MOFEPD and to the High Powered Committee chaired by the Secretary to Cabinet and Head of the Civil Service.

In pursuance of its objectives, the human resource development is given due consideration at the level of the Bureau. During Financial Year 2022/2023, staff were regularly provided with training and capability development programmes organised by the Civil Service College and other institutions.

In line with the ISO Standards, we continue to provide quality and timely services to our stakeholders. A transparent approach is adopted by the Bureau and we ensure that the principles of good governance prevail in all our activities/dealings.

I seize the opportunity to extend my gratitude to all my staff for their professional and dedicated support. As we forge ahead on the preparation of the upcoming Report, I wish to highlight that we shall continue our commitment to provide excellent, equitable, fair, quality and timely services within prescribed standards to our stakeholders.

I. Peryagh
Director

PART I - ABOUT THE PAY RESEARCH BUREAU

VISION, MISSION AND OBJECTIVES

VISION

To be a world class organisation in matters of pay and conditions of employment in the Public Sector.

MISSION

To review the pay and grading structures, conditions of employment and organisational structures to enable excellence in the delivery of service in the Public Sector.

MAIN OBJECTIVES

- (i) To carry out reviews of pay and grading structures and conditions of service in the Civil Service, Rodrigues Regional Assembly, Parastatal and other Statutory Bodies, Local Authorities and the Private Secondary Schools and to make appropriate recommendations with a view to:
 - rendering the sector more efficient and effective;
 - facilitating recruitment and retention of required skills in the service;
 - boosting reforms initiatives;
 - ensuring that reward in the Public Sector keeps pace with those of corresponding positions in the private sector, to the extent that it is desirable;
 - establishing and maintaining reasonable differentials in respect of different categories of skills and levels of responsibility; and
 - ensuring adequate linkage between pay and economic growth in the country.
- (ii) To conduct research and keep abreast of developments in the fields of Remuneration, Conditions of Employment, Organisation Design and the like.
- (iii) To advise on the proper design of organisation structures.
- (iv) To assist in the implementation of our recommendations.

QUALITY POLICY STATEMENT

This Quality Policy Manual defines mandatory policies and procedures so as to ensure that the Pay Research Bureau provides a quality service to customers at all times.

The Bureau would comply with the requirements and continual improvement of the effectiveness of the Quality Management System, shall ensure that the Quality Management Policy is implemented, reviewed for continued suitability and communicated and understood within the organisation.

We also ensure that the goals of our vision, mission and objectives are met with.

OUR CORE VALUES

Equity and Fairness

We ensure that pay policies are just and fair and rewards are commensurate with responsibility, competence and contribution.

Quality and Timeliness

We are committed to provide quality and timely services.

Uniformity and Consistency

We conduct the affairs of the Bureau in an equitable, uniform, and consistent manner and in line with provisions of the law.

Integrity

We are guided by standards of high professional ethics and operate in a consultative and transparent manner.

Team Spirit

We foster teamwork, participation and the sharing of information.

Yearning for Excellence

We strive to deliver on the frontiers of excellence in all our undertakings.

ROLE AND FUNCTIONS

The Pay Research Bureau is an independent institution which operates under the *aegis* of the Prime Minister's Office. Its main objective is to keep under continuous review, the pay and grading structures and conditions of service in the Public Sector comprising the Civil Service, Parastatal and Other Statutory Bodies, Local Authorities, Rodrigues Regional Assembly and the Private Secondary Schools.

The Bureau carries out the pay and grading exercise for 90 Ministries/Departments of the Civil Service, 107 Parastatal Bodies, 12 Local Authorities, the Rodrigues Regional Assembly and 110 Private Secondary Schools. It also makes specific recommendations for public service pensioners, holders of constitutional posts and other statutory posts as well as for Advisers/Officers on contract.

The ongoing activities of the Bureau include:

- (1) providing advice and clarifications on Pay/Grading Structures and Conditions of Service to our customers through the established procedures;
- (2) advising on organisation design/redesign;
- (3) participating in Standing Committees (Foreign Service Committee, Duty Exemption Scheme of Rs 115000, Uniforms, Higher Qualifications Incentives and Incremental Credit for Experience acquired prior to entry in service, Fees and Allowances, and Implementation of PRB Recommendations) to provide technical input and assistance to facilitate decision taking;
- (4) providing inputs in other Committees;
- (5) attending Court/Commission for Conciliation and Mediation/Tribunals as witness or co-defendant in cases of industrial disputes arising out of interpretation of recommendations of the PRB Reports;
- (6) conducting research in various fields such as remuneration practices, pay system, grading structure, conditions of service and public sector reforms, among others;

- (7) attending to *ad hoc* cases (salary gradings/conditions of employment/interpretations and clarifications of PRB recommendations/revision of allowances/pensions of public sector Pensioners);
- (8) attending the Conciliation Service at the MPSAIR;
- (9) participating and providing inputs to the National Wage Consultative Council;
- (10) facilitating decision-making as member of the High Powered Committee on issues arising out of the implementation of PRB recommendations;
- (11) holding meetings/working sessions with Management of organisations to clarify issues regarding *ad hoc* cases; and
- (12) providing training to Technical Staff and others.

SERVICES PROVIDED

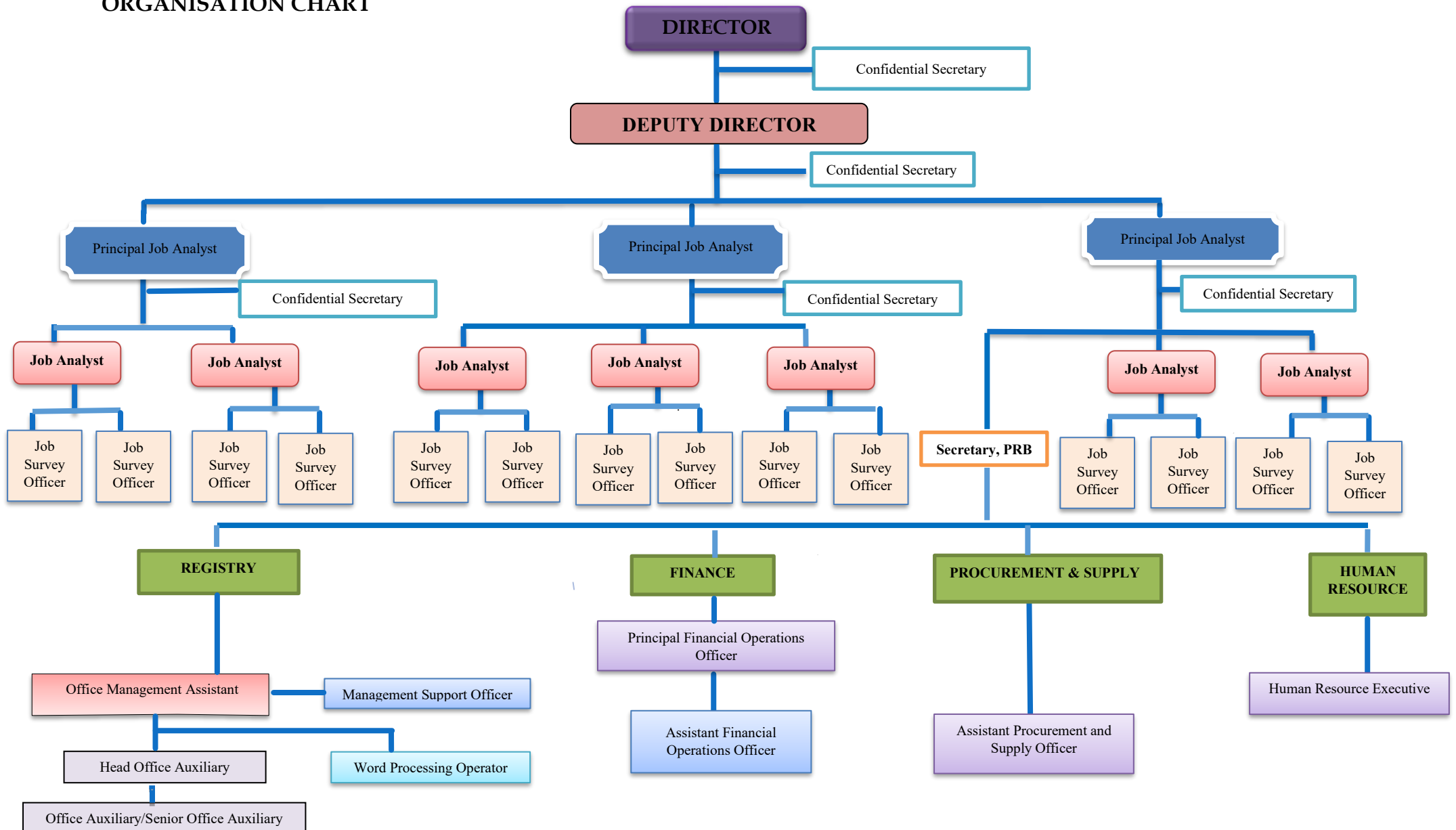
- Publish a Report on the General Review of Pay and Grading Structures and Conditions of Service in the Public Sector once every five years or as may be determined by the Government.
- Publish an Addendum Report to the main PRB Report subject to decision of Government and within such time frame as may be determined by the Government.
- Process requests within 9 working days from receipt of relevant/complete information as regards:
 - Advice on remuneration and on terms of employment of contract officers.
 - Advice on salary to be attached to new grades.
 - Advice on any bearing on salary of grades following changes in duties and job specifications (knowledge, skills and abilities) and qualification requirements.
 - Eligibility criteria for duty free facilities on cars and auto/motorcycles and other travelling benefits.
 - Determination/Revision of allowances.
 - Advice on pensionable emoluments for public sector pensioners.
 - Determination of remuneration packages of officers in posts established under the Constitution or any other Law.

- Examine and report within 21 days as from receipt of all relevant data, on all cases concerning design/redesign of organisation structures.
- Examine all queries regarding interpretation/clarification of recommendations and make a reply within five working days from receipt of relevant complete information.
- Advise on conditions of service and employee benefits within 9 working days from receipt of all relevant information.
- Advise on the proper procedures to make representations in general.
- Conduct job analysis exercise in organisations.
- Tender advice over the telephone, as and when required.
- Answer calls within three rings.
- Provide the required information in a courteous manner.
- Provide updated information through our website.
- Make replies to e-mails within two working days.

ORGANISATIONAL STRUCTURE

A Director is at the top of the five-level structure and is responsible and accountable for the overall and efficient management of the Bureau. He is assisted by a Deputy Director and technical staff comprising officers in the grades of Principal Job Analyst, Job Analyst and Job Survey Officer. Support services are provided by officers in the grades of Secretary, Pay Research Bureau; Principal Financial Operations Officer; Human Resource Executive; Assistant Procurement and Supply Officer; and Assistant Financial Operations Officer as well as officers in the General Services and Office Auxiliary Cadre.

ORGANISATION CHART



OUR PEOPLE

The occupational distribution and respective headcounts of the Bureau stands as follows as at the end of the Financial Year 2022/2023:

Job Title	Headcount and Permanent Staff in post
Director	1
Deputy Director	1
Principal Job Analyst	3
Job Analyst	7
Job Survey Officer	7
Secretary, Pay Research Bureau	1
Ag. Principal Financial Operations Officer	1
Human Resource Executive	1
Procurement and Supply Officer (Attending Twice Per Week)	1
Assistant Procurement and Supply Officer (Officer in post promoted to PSO/SPSO w.e.f 31 March 2023)	-
Assistant Financial Operations Officer	1
Confidential Secretary	2
Ag. Office Management Assistant	1
Management Support Officer	2
Employed to give Assistance at MSO Level	1
Word Processing Operator (Assigned duties of Confidential Secretary)	3
Head Office Auxiliary	1
Office Auxiliary/Senior Office Auxiliary	4

SENIOR MANAGEMENT TEAMS

Director	
Mr. I. Peryagh	Phone No.: 211-2513 Email: iperyagh@govmu.org
Deputy Director	
Mr. A. S. Badurally Adam	Phone No: 211-2419 Email: sbadurally@govmu.org
Principal Job Analyst	
Mr. J. Ganoo	Phone No.: 211-2514 Email: jganoo@govmu.org
Mr. P. P. Bhugwant	Phone No.: 211-2418 Email: pbhugwant@govmu.org
Mrs S. Nobutsing-Shibloll	Phone No.: 211-3040 Email: sshibloll@govmu.org

TECHNICAL STAFF

Job Analyst	
Mr. V. Subrun	Phone No.: 210-1871 Email: vsubrun@govmu.org
Ms. R. Hauroo	Phone No.: 208-0960 Email: rhauroo@govmu.org
Mrs. A. Daramsing	Phone No.: 211-2429 Email: adaramsing@govmu.org
Mrs. P. Ghoorun	Phone No.: 211-2524 Email: pghoorun@govmu.org

Job Analyst	
Mrs. S. Boyjonauth-Ramdhun	Phone No.: 208-7672 Email: sboyjonauth@govmu.org
Mrs. B. D. Jacmohun	Phone No.: 211-2813 Email: bdjacmohun@govmu.org
Mrs. A. Ujoodha	Phone No.: 211-3045 Email: asuhoodha@govmu.org
Job Survey Officer	
Mrs. C. Sohan	Phone No.: 211-2580 Email: csohan@govmu.org
Mrs. P. Guirdharry	Phone No.: 208-2035 Email: pguirdharry@govmu.org
Mrs. L. Jaulim-Ramdolin	Phone No.: 208-1287 Email: ljaulim@govmu.org
Mrs. Z. Lalla Saib	Phone No.: 211-3020 Email: zlallasaib@govmu.org
Mrs. N. Ragudu-Appadoo	Phone No.: 211-3020 Email: nrappadoo@govmu.org
Mrs. H. Thorul	Phone No.: 211-2580 Email: hthorul@govmu.org
Ms. P. Ramgati	Phone No.: 208-1287 pdramgati@govmu.org

SECRETARY AND SUPPORTING STAFF

Secretary, PRB	
Mrs. S. Kisto	Phone No.: 208-4200 Email: shakisto@govmu.org
Human Resource Executive	
Mr V. Gujadhur	Phone No.: 208-4216 Email: vgujadhur@govmu.org
Finance Section	
Mrs. S. Venkataswami - Ag Principal Financial Operations Officer (w.e.f. 08 May 2023)	Phone No.: 208-6989 Email: svenkataswami@govmu.org
Mrs. D. Harpal - Temporary Assistant Financial Officer	Phone No.: 208-6989 Email: Dharpal@govmu.org
Assistant Procurement and Supply Officer	
Mrs A. D. Rughoonath - Procurement and Supply Officer/Senior Procurement and Supply Officer (Temporary replacement w.e.f. 20 June 2023)	Phone No.: 214-6937 Email: arughoonath@govmu.org
Confidential Secretaries	
Mrs. A. B. Luchmun	Phone No.: 211-2513 Email: bluchmun@govmu.org
Mrs. B. Mungroo	Phone No.: 211-2418 Email: bmungroo@govmu.org
Office Management Assistant	
Ms. N. D. Runnoo - Ag OMA (w.e.f. 19 May 2023)	Phone No.: 211-3046 Email: nrunnoo@govmu.org

Management Support Officers	
Mr T. Baillache (w.e.f 22 June 2023)	Phone No.: 208-4200 Email: tbailache@govmu.org
Miss T. Bundhoo	Phone No.: 211-3046 Email: tibundhoo@govmu.org
Mr R. R. Khedoo (Employed to Give Assistance at MSO Level w.e.f. 08 May 2023)	Phone No.: 208-4200
Word Processing Operators	
Mrs F. B. Cassam (Ag. Confidential Secretary)	Phone No.: 211-3040 Email: bmoosbally@govmu.org
Ms. F. K. Gukhool (Ag. Confidential Secretary)	Phone No.: 211-2419 Email: fgukhool@govmu.org
Mrs. J. D. Pottier (Ag. Confidential Secretary)	Phone No.: 211-2514 Email: jpottier@govmu.org
Head Office Auxiliary	
Mr. D. Simnath	Phone No.: 214-1425
Office Auxiliaries/Senior Office Auxiliaries	
Mr. B. Duymun	Phone No.: 214-1425
Mrs. T. Ruttun	Phone No.: 214-1425
Ms. J. Veeren	Phone No.: 214-1425
Mr K. Persand	Phone No.: 214-1425

The email of the Bureau is prb@govmu.org and the fax number is 208-7557.

MOBILITY OF STAFF

Some of the staff of the Bureau have been promoted to other grades during this financial year while a few of them were transferred to other Ministries. The mobility of staff during the Financial Year 2022-2023 is detailed out below:

Name of Officer	Designation	Status
Ms T. L. Adnauth	Management Support Officer	Resigned w.e.f. 11 February 2023
Ms B. S. Ghooray	Management Support Officer	Appointed Assistant Procurement and Supply Officer w.e.f. 20.02.2023
Mr A. Hairsoo	Assistant Procurement and Supply Officer	Promoted to Procurement and Supply Officer w.e.f 31 March 2023
Mrs A. B. Elyhee	Office Management Assistant	Appointed Human Resource Executive w.e.f 12 April 2023
Mrs K. Pem	Principal Financial Operations Officer	Change in posting w.e.f. 08 May 2023
Mrs M. Z. Toorabally Niamut	Management Support Officer	Change in posting w.e.f 10 May 2023
Mrs K. Sandoram Samnath	Management Support Officer	Appointed Office Management Assistant in a temporary capacity w.e.f 09 June 2023
Ms T. D. Jaunky	Management Support Officer	Change in posting w.e.f 22 June 2023

STAFF TRAINING AND DEVELOPMENT

One of the best ways to enhance knowledge and skills is through training. A Training Committee has been set up at the level of the Bureau to look at the training needs of the employees. The Training Committee meets at regular intervals to discuss on training courses provided by the Civil Service College, Mauritius and/or other training centres and to identify those which are relevant to the staff



of the Bureau. A Training Needs Analysis of the Technical Cadre is currently under process to identify the specific knowledge and skills that the staff of the Bureau require, to be more productive, efficient and innovative in the performance of their duties.

For the Financial Year 2022/2023, an amount of Rs 75000 was budgeted for the training of staff of the Bureau, out of which Rs 70500 has been spent, representing a percentage of 94% of the budgeted amount.

The courses attended by the officers of the Bureau for the Financial Year 2022/2023 have been listed below:

SN	Name of Officer	Designation	Training Course	Date
1	Mr J. Ganoo	Principal Job Analyst	Crisis Management	24 May 2023
2	Mr P. P. Bhugwant	Principal Job Analyst	Effective Policy Making	27 & 29 September 2022
3	Mrs S. Nobutsing-Shibloll	Principal Job Analyst	1. Court Proceedings	20 September 2022
			2. ISO 9001:2015 Quality Management Systems - Implementer Course	25, 26 & 27 January 2023
			3. Public Speaking	16 & 18 May 2023

SN	Name of Officer	Designation	Training Course	Date
4	Mr V. Subrun	Job Analyst	1. Fundamentals of Professional Ethics, Integrity and Governance	21 October 2022
			2. Court Proceedings	22 November 2022
			3. Fire Safety and Fire Risk Management	09 & 11 May 2023
5	Miss R. Hauroo	Job Analyst	1. Writing Skills for Parliamentary Questions	23 & 25 August 2022
			2. Training programme on Capability Building and Capability Development - Middle Management (Level 4)	18, 20, 26 & 28 October 2022
			3. Writing Skills for Parliamentary Questions and Cabinet Questions	07 & 09 March 2023
6	Mrs A. Daramsing	Job Analyst	1. Training Programme on Capability Building and Capability Development- Middle Management (Level 4)	21, 23, 25 & 29 November 2022
			2. Court Proceedings	28 February 2023
7	Mrs P. Ghoorun	Job Analyst	1. Writing Skills for Parliamentary Questions and Cabinet Documents	23 & 25 August 2022
			2. Court Proceedings	30 May 2023
			3. Fire Safety and Fire Risk Management	07 & 09 June 2023

SN	Name of Officer	Designation	Training Course	Date
8	Mrs S. Boyjonauth- Ramdhun	Job Analyst	Court Proceedings	30 May 2023
9	Mrs B. D. Jacmohun	Job Analyst	1. Training programme on Capability Building and Capability Development - Middle Management (Level 4)	07, 09, 11 & 16 November 2022
			2. Court Proceedings	30 May 2023
10	Mrs A. Ujoodha	Job Analyst	Court Proceedings	30 May 2023
11	Mrs C. Sohan	Job Survey Officer	1. Advanced Microsoft Excel	22 & 24 February 2023
			2. Court Proceedings	04 April 2023
12	Mrs P. Guirdharry	Job Survey Officer	1. Training programme on Capability Building and Capability Development for Frontline/Supervisory/ Technical Grades - Level 3	19, 21 & 23 September 2022
			2. Data Analytics	28 February 2023
			3. Report Writing	10 May 2023
13	Mrs. L. Jaulim- Ramdolin	Job Survey Officer	1. Training programme on Capability Building and Capability Development for Frontline/Supervisory/ Technical Grades - Level 3	19, 21 & 23 September 2022
			2. Report Writing	10 May 2023
14	Mrs Z. Lalla Saib	Job Survey Officer	Court Proceedings	30 May 2023

SN	Name of Officer	Designation	Training Course	Date
15	Mrs. N. Ragudu-Appadoo	Job Survey Officer	Report Writing	10 May 2023
16	Mrs H. Thorul	Job Survey Officer	1. Training programme on Capability Building and Capability Development - frontline/Supervisory/ Technical Grades (Level 3)	18, 21 & 27 October 2022
			2. Report Writing	10 May 2023
17	Miss P. Ramgati	Job Survey Officer	Training programme on Capability Building and Capability Development - frontline/Supervisory/ Technical Grades (Level 3)	17, 21 & 23 November 2022
18	Mrs S. Kisto	Secretary, PRB	1. Training programme on Capability Building and Capability Development - frontline/Supervisory/ Technical Grades (Level 3)	10, 12 & 14 October 2022
			2. Fundamentals of Professional Ethics, Integrity and Governance programme	16 November 2022
			3. Writing Effective Minutes of Meetings	15 May 2023

SN	Name of Officer	Designation	Training Course	Date
19	Mrs K. Pem	Principal Financial Operations Officer	1. Training programme on Capability Building and Capability Development - frontline/Supervisory/ Technical Grades (Level 3)	28, 30 November & 02 December 2022
			2. Revamped E-Payroll System	Batch 6 09 May 2023
20	Mr V. Gujadhur	Human Resource Executive	1. Core HR	26 April 2023 27 April 2023 02 May 2023 04 May 2023
			2. Workshop for officer in charge of HR Section of Ministries/Departments	24 May 2023
21	Mrs. D. Harpal	Temporary Assistant Financial Operations Officer	Revamped E-Payroll System	09 May 2023
22	Mrs B. Mungroo	Confidential Secretary	Training programme on Capability Building and Capability Development - Support Staff (level 2)	21, 23 & 25 November 2022
23	Mrs K. Sandoram Samnath	Management Support Officer	1. Registry Procedures	23 September 2022
			2. Core HR	25 April 2023 27 April 2023 28 April 2023 04 May 2023

SN	Name of Officer	Designation	Training Course	Date
24	Mrs. M. Z. Toorabally Niamut	Management Support Officer	Training programme on Capability Building and Capability Development - Support Staff (level 2)	05, 07 & 09 December 2022
25	Miss N. D. Runnoo	Management Support Officer	1. Training programme on Capability Building and Capability Development - Support Staff (Level 2)	26, 28 & 30 September 2022
			2. Core HR	26 April 2023 27 April 2023 02 May 2023 04 May 2023
26	Miss T. Bundhoo	Management Support Officer	1. Training programme on Capability Building and Capability Development - Support Staff (Level 2)	04, 06 & 10 October 2022
			2. First Aid	01 December 2022
			3. Core HR	25 April 2023 27 April 2023 28 April 2023 04 May 2023
27	Miss. F. Gukhool	Word Processing Operator	1. Training programme on Capability Building and Capability Development - Support Staff (Level 2)	26, 28 & 30 September 2022
			2. Workplace Safety	09 November 2022

SN	Name of Officer	Designation	Training Course	Date
28	Mrs D. Pottier	Word Processing Operator	Training programme on Capability Building and Capability Development - Support Staff (Level 2)	04, 06 & 10 October 2022
29	Mr D. Simnath	Head Office Auxiliary	Capability Building and Capability Development - Workmen's Group	20 & 22 September 2022
30	Mr. B Duymun	Office Auxiliary/Senior Office Auxiliary	1. Safety and Health in Practice	31 May 2023
			2. First Aid	06- 10 & 13 March 2023
31	Mrs T. Ruttun	Office Auxiliary/Senior Office Auxiliary	Safety and Health in Practice	21 November 2022
32	Miss J. Veeren	Office Auxiliary/Senior Office Auxiliary	1. Capability Building and Capability Development - Workmen's Group	29 November & 01 December 2022
			2. Safety and Health in Practice	17 May 2023
33	Mr K. Persand	Office Auxiliary/Senior Office Auxiliary	1. Safety and Health in Practice	07 December 2022
			2. Capability Building and Capability Development - Workmen's Group	30 September & 05 October 2022

SAFETY AND HEALTH

One of the main reasons safety training is important is that it helps employees become aware of workplace hazards and injuries, which reduces the number of accidents, injuries, and fatalities at the workplace. As the saying goes “Accidents hurt, safety doesn't”, the Bureau organised the following activities, for the education of the staff on safety and health:

- (i) two (2) theoretical sessions of training on Fire Safety held in the Conference Room of the Bureau on Wednesday 30 November 2022 and Wednesday 08 February 2023 by officers of the Mauritius Fire Rescue Service;
- (ii) one practical session of training on Fire Safety held on Wednesday 08 February 2023 by officers of the Mauritius Fire Rescue Service;
- (iii) briefing exercise for Fire Warden Team by Mrs. Boolauky, Safety & Health Officer/Senior Safety & Health Officer on Wednesday 03 May 2023;
- (iv) Fire Drill Exercise for the Bureau held on Friday 05 May 2023;
- (v) debriefing session with Fire Warden Team on Friday 26 May 2023; and
- (vi) one hour talk on Safe Manual Handling Techniques delivered by Mrs. Boolauky, Safety & Health Officer/Senior Safety & Health Officer to officers of the Bureau on Friday 02 June 2023 to mark the World Day for Safety & Health at work 2023.

VACCINATION

Since the outbreak of the Covid-19 pandemic, public officers were encouraged to be vaccinated. By end of this financial year, all staff of the Pay Research Bureau were fully vaccinated against the Covid-19.

STAFF WELFARE

The PRB Staff Welfare Association (PRBSWA) is responsible for providing and promoting the welfare of its staff members. Since its creation, it has continuously been organising various recreational and leisure activities such as outings and domino tournaments for its members. Furthermore, it organises fund raising activities such as tombola and also participates in the yearly Civil Service Kermesse organised by the Public Officers' Welfare Council. The Association offers gifts to its members on special occasions such as wedding, child birth and retirement. A funeral wreath is presented on behalf of the PRBSWA to staff who have lost their close relatives.

During the year 2022, the Association organised a lunch on the occasion of the retirement of one of its members. It also offered "baby gifts" to two members and farewell gifts to a member upon her retirement.

Moreover, the PRBSWA collaborated with the Bureau in the organisation of the Team Building Exercise which was held at Coral Azur Beach Resort on 15 December 2022.

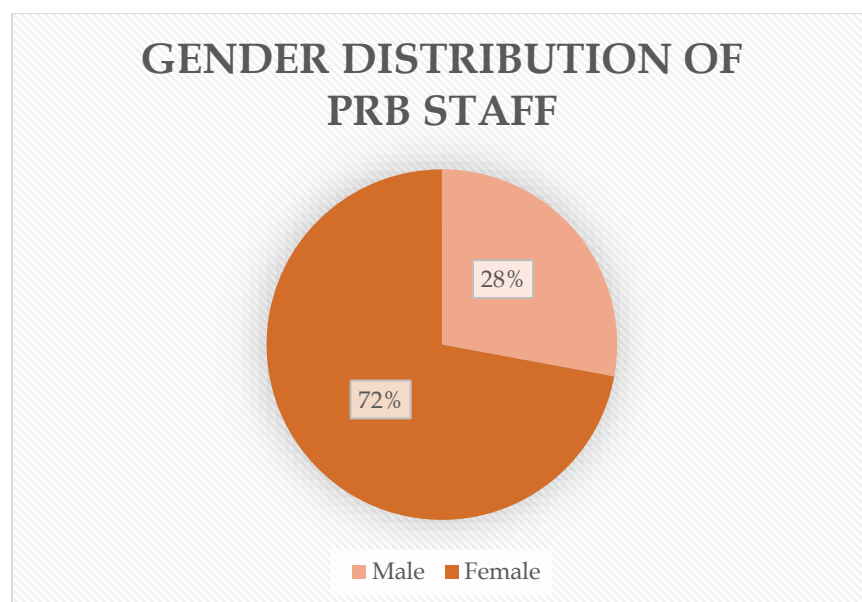
GENDER DISTRIBUTION OF PRB STAFF

The Gender Cell of the Bureau was set up in 2019 to look at issues related to gender mainstreaming and is composed of three officers - one Gender Focal Point and two members.

The gender distribution of our staff is as follows:

Job Title	Male	Female
Director	1	-
Deputy Director	1	-
Principal Job Analyst	2	1
Job Analyst	1	6
Job Survey Officer	-	7
Secretary, Pay Research Bureau	-	1

Job Title	Male	Female
Human Resource Executive	1	-
Ag. Principal Financial Operations Officer	-	1
Procurement and Supply Officer/ Senior Procurement and Supply (on replacement)	-	1
Temporary Assistant Financial Operations Officer	-	1
Ag. Office Management Assistant	-	1
Management Support Officer	2	1
Confidential Secretary	-	2
Word Processing Operator	-	3
Head Office Auxiliary	1	-
Office Auxiliary/Senior Office Auxiliary	2	2
Intern, Service to Mauritius	1	2
Computer Support Officer/ Senior Computer Support Officer (Roster)	-	1
Safety and Health Officer/ Senior Safety and Health officer	-	1
Total	12	31



PART II - ACHIEVEMENTS AND CHALLENGES

MAJOR ACHIEVEMENTS

The Bureau submitted the Addendum to the 2021 PRB Report in August 2022 where genuine omissions/errors of the 2021 PRB Report were addressed, clarifications on certain recommendation considered ambiguous were provided along with introduction of a few provision on certain issues.

ONGOING ACTIVITIES

Government has given its green light for the Pay Research Bureau to embark on the preparation of its next Report on the review of pay, grading structures and conditions of service in the public sector. Subsequently, the Bureau issued Circular Letters to apprise the different Federations/Staff Associations accordingly. They were also requested to inform their affiliate Unions as well as submit their views/observations and proposals for the next Report. Over and above publishing the Addendum to the 2021 PRB Report, the Bureau has also attended to its normal obligations. The number of cases received/processed during the Financial Year 2022/2023 is as per the table below:

Type of case	Total (July 2022 – June 2023)
Adhoc (Salary Grading and Conditions of Service, etc.)	350
Interpretation/Clarifications	6
Organisation Design/Redesign	0
Others	79
Total	435

ATTENDING COURTS/COMMISSION FOR CONCILIATION AND MEDIATION/TRIBUNALS

Officers represented the Bureau in various Courts/Commission for Conciliation and Mediation/Conciliation Service/Tribunals as witness or co-defendant in cases of industrial disputes arising out of implementation of recommendations made in the PRB Reports.

PARTICIPATION IN STANDING COMMITTEES

Standing Committees under the chairpersonship of the Secretary for Public Service and/or Permanent Secretary of the MPSAIR and Ministry of Finance, Economic Planning and Development were attended by the Director and/or his representatives to provide technical input and assistance to facilitate decision taking. The number of meetings attended during the Financial Year 2022/2023 is as follows:

Committee as from 01 July 2022 to 30 June 2023	No. of Meetings
Foreign Service Committee	1
Standing Committee on Uniforms	2
Standing Committee on Duty Exemption Scheme of Rs 115,000	0
Standing Committee on Fees and Allowances	3
Standing Committee on Higher Qualification Incentive and Incremental Credit for Experience Acquired Prior to Entry in Service	2
Standing Committee on Implementation of PRB Recommendations	2

HIGH POWERED COMMITTEE

The Director is a member of the High Powered Committee which is chaired by the Secretary to Cabinet and Head of the Civil Service. The Committee looks into issues arising out of the implementation of recommendations made in the PRB Reports, among others.

INTERNAL COMMITTEES/CELL/TEAMS

Internal Committees/Cell/Teams set up at the level of the Bureau and the number of meetings held during the Financial Year 2022/2023 are as hereunder:

Committee/Cell/Teams as from 01 July 2022 to 30 June 2023	No. of Meetings
Enhancement of Work Environment Programme	3
Safety and Health Committee	5
Transformation Implementation Committee	1
Heavy Rainfall Committee	4
Departmental Bid Committee	0
Bid Evaluation Committee	0
Management Review Committee for ISO	1
Anti-Corruption Committee	2
Training Committee	4
Fire Warden Team	0
Gender Cell	0
Dedicated Response Team – Covid-19	0

STATUS ON IMPLEMENTATION OF KEY ACTIONS

SN	Key Actions	Key Performance Indicators	Target 2021/22	Target 2022/23	Status
1	Studying/Drafting/Editing/Publication of the 2021 PRB Report	Within fourteen (14) months.	100% (Publication)	-	Completed
2	Compilation and framing of recommendations in respect of errors/omissions clarifications as addendum to the 2021 PRB Report and its finalisation	Within nine (9) months from publication of the 2021 PRB Report	95% (November 2021 - July 2022)	100%	Completed

OTHER INTERNAL DEVELOPED KPI'S

SN	Key Actions	Key Performance Indicators	Target 2022/23	Status (as at June 2023)
1	Adhoc (Salary Grading and Conditions of Service, etc.)	9 days	100%	85.71%
2	Interpretation/Clarifications	5 days	100%	66.67%
3	Organisation Design/Redesign	3 weeks	100%	N/A
4	Others	Not applicable	100%	N/A

RISK MANAGEMENT, CITIZEN ORIENTED INITIATIVES & GOOD GOVERNANCE

The Bureau has been successfully ISO Certified to MS ISO 9001:2015 on 29 August 2019. The certificate has been renewed for the period 15 September 2022 to 28 August 2025.

The Bureau has considered the issues referred to the clause 4.1 of ISO 9001:2015 and the requirement to the clause 6.1 and has determined the risks and opportunities that need to be addressed to:

- (1) give assurance that the quality management system can achieve its intended results;
- (2) enhance desirable effects;
- (3) prevent or reduce undesired effect; and
- (4) achieve improvement.

The Bureau has a risk register in place for necessary control for potential risks that may occur.

METHODOLOGY FOR RISK ASSESSMENT

The following methodology has been adopted in order to evaluate risks and classify them as significant and non-significant.

- The likelihood of occurrence of each risk is rated on a scale of 1 to 3
 - 1 stands for low likelihood of occurrence
 - 2 stands for medium likelihood of occurrence
 - 3 stands for high likelihood of occurrence
- The impact of each risk, if it does occur, is rated on a scale of 1 to 3 also
 - 1 stands for low impact
 - 2 stands for medium impact
 - 3 stands for high impact
- For each risk a matrix is used to evaluate the risk.

- A risk having a rating of either 1 or 2 is considered to be non-significant.
- A risk having a rating of either 3 or 4 is considered to be moderately significant.
- A risk having a rating of either 6 or 9 is considered to be highly significant.

Any risk having 3,4,6 and 9 will be significant and hence will be controlled.

ACTIONS TO ADDRESSED RISKS

Appropriate actions are determined in order to address the identified risks. Actions taken to address risks are proportionate to the potential impact on the conformity of products and services. These can include:

- avoiding the risk;
- sharing the risk through strategic partnership and transferring the risks, through the process of insurance;
- preventing the risk from occurring through appropriate preventive measures; and
- taking actions in order to mitigate the impact of the risk if it does occur.

Effectiveness being an important component of the Quality Management System, the effectiveness of the action taken to address the risk is evaluated after the action has been taken.

PART III - FINANCIAL PERFORMANCE

FINANCIAL HIGHLIGHTS - 2022/2023

For the Financial Year **2022/2023**, the Pay Research Bureau was provided with a Budget of **Rs 36.2** million under the **Vote 2-1**. The financial highlights for Recurrent Expenditure by Economic Categories are illustrated at **Table 1** and **Figure 1** below.

Of note: The Bureau did not entail any capital projects for that particular period.

Item No	Recurrent Expenditure	Budget Estimates 2022/2023 (Rs 000)	Actual Expenditure as a % of Total Budget
21	Compensation of Employees	31,700	76.8%
22	Goods and Services	4,500	13.4%
Total		36,200	90.2%

Table 1: Expenditure by Economic Categories

The budget amount allocated is mostly absorbed under category '**Compensation of Employees**' that caters for salaries, allowances, travelling and other staff costs whereas amount allocated under category '**Goods and Services**' represented approximately **12%** of the whole budget.

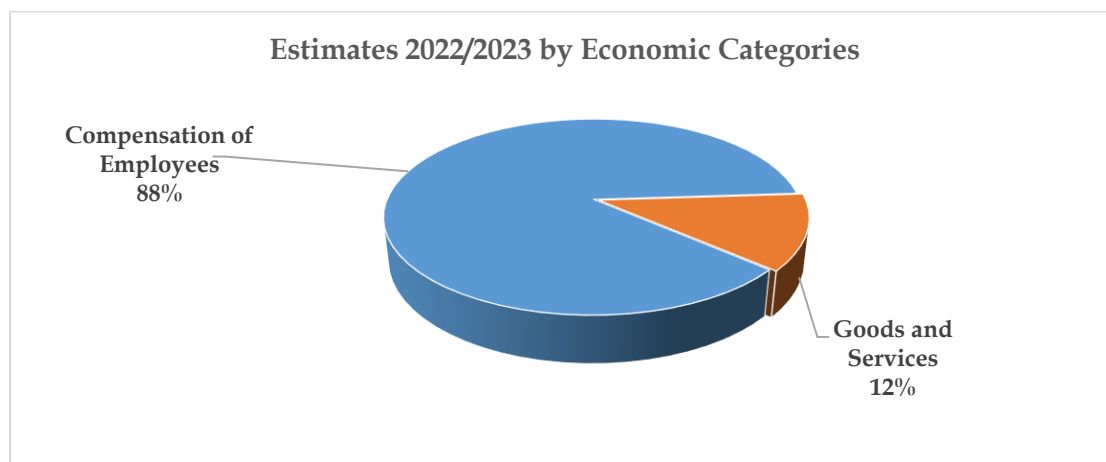


Figure 1: Estimates by Economic Categories

ANALYSIS OF MAJOR CHANGES

It is observed that the trend of expenditure slightly differs for the two financial years 2021-2022 and 2022-2023. This trend is illustrated in *Figure 2* below.

Total expenditure under category '*Compensation of Employees*' has decreased from Rs 29.4M to Rs 27.8M in FY 2022-2023 representing a **5.4%** decline. This is mostly due to:

- employee turnover i.e. officers drawing higher salaries moved to other Ministries/Departments and were replaced by officers drawing lower salaries; and
- several vacant posts which have remained unfilled during this period.

Conversely, total expenditure under category '*Goods and Services*' has increased from Rs 4.2M to Rs 4.8M in FY 2022-2023 representing a **14.3%** rise. This is reflected by the continuous increase in prices of toners, stationeries and other services and purchase of new equipment.

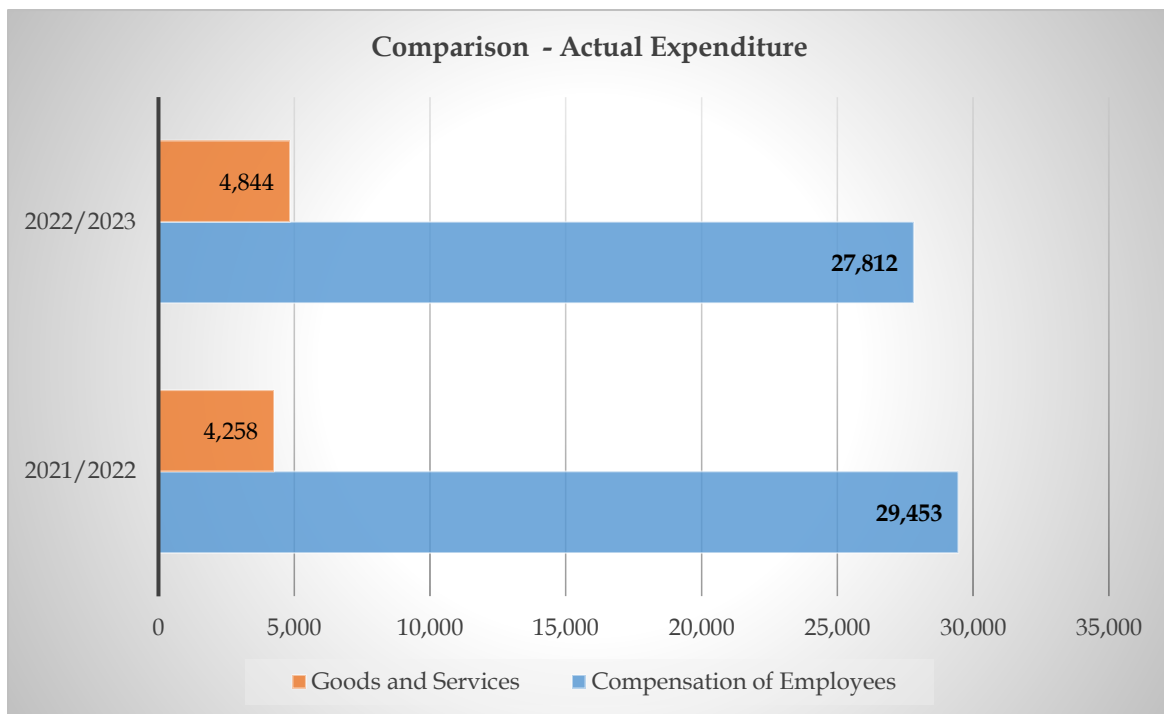


Figure 2: Actual Expenditure Compared

Figure 3 below depicts a comparison of Actual Expenditure as a % of Budget Estimates for the two financial years 2021-2022 & 2022-2023.

Savings under category 'Compensation of Employees' has increased by 3.9% whereas category 'Goods and Services' has witnessed a decline of 1.7% in savings totalling an overall rise of 2.2% in FY 2022-2023.

Otherwise formulated, the Bureau has been able to curtail its overall expenditure by 9.8% in FY 2022-2023. This is in line with the directives set out in the Budget Circular issued by the Ministry of Finance, Economic Planning and Development which is to reduce recurrent expenditure and limit recruitments with a view of making optimal use of budgetary resources.

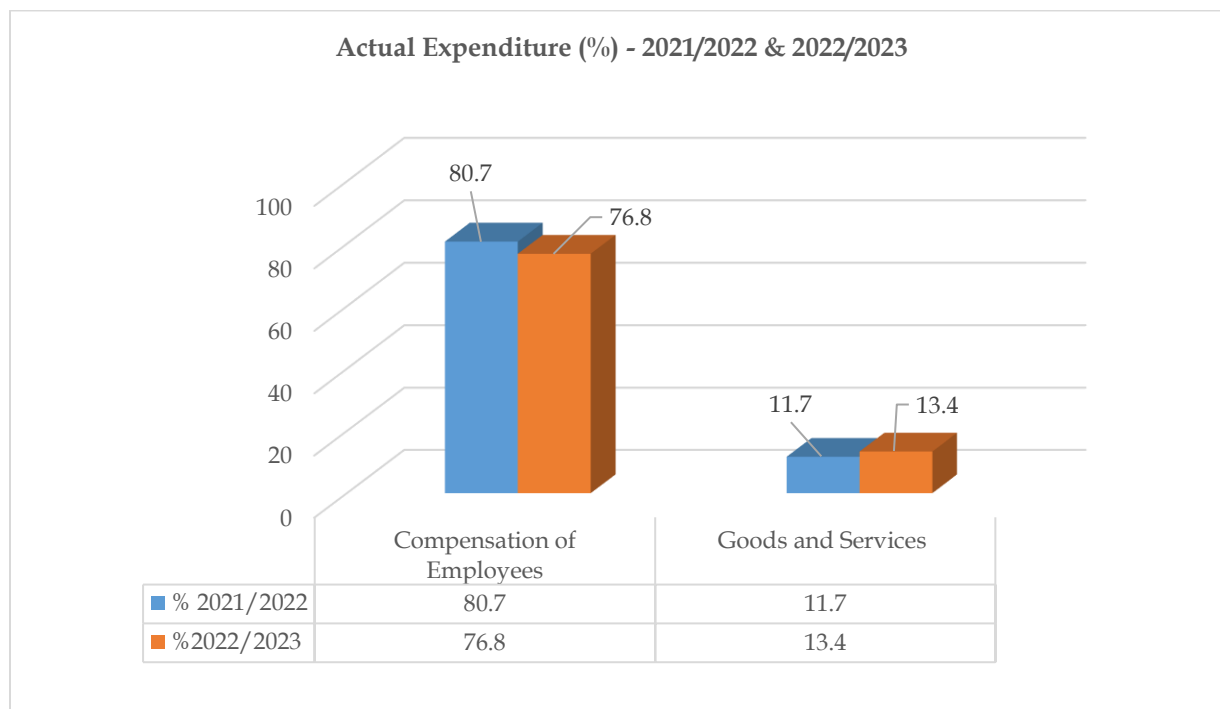


Figure 3: Actual Expenditure as a % of Budget Estimates

PART IV - WAY FORWARD

TRENDS AND CHALLENGES

The trends and challenges faced by the Bureau are:

- economic situation of the country coupled with Government's capacity to pay;
- managing constant pressure from the staff side for higher salaries and better conditions of service; and
- ensuring business continuity and a seamless service in spite of resource constraints and Force Majeure/Public Emergency.

SWOT ANALYSIS

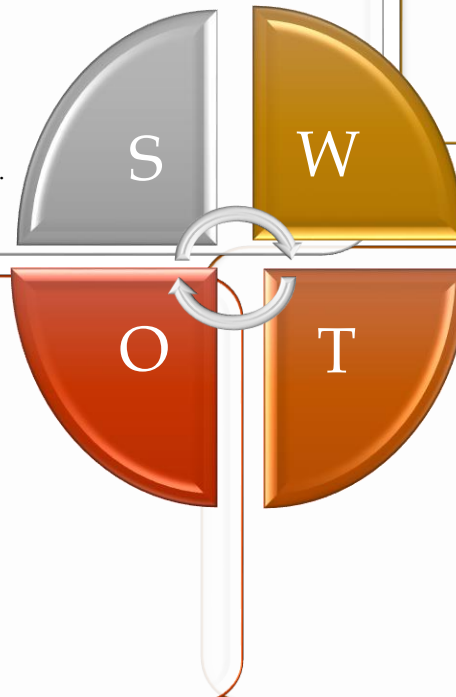
A SWOT analysis taking into consideration the conditions under which the Pay Research Bureau is operating is as follows:

• Strengths

- A dedicated staff having the vision to make the Bureau a world-class organisation.
- Distinctive competencies of the Bureau's/Technical Expertise of the staff
- Independence of the Bureau in setting Pay and Human Resource policies.
- A structure and complement of staff (multi-disciplinary) that support the vision and mission of the organisation.
- Professionalism displayed by the staff.
- The prevalence of a Performance Culture.
- Trust placed on the Bureau by stakeholders.
- Wide range coverage: 85000 public officers (approximately).
- Provision of Quality Services within set time frame.
- Ability to revisit its set objectives amidst a pandemic.
- A reference in the African Region.

• Weaknesses

- Limited Budget
- Inadequate Logistics (IT equipment/office space)
- Small establishment size.
- Limited training available on matters of pay both at national and international level



• Opportunities

- International Exposure in matters of Pay.
- Participation in Consultancy projects (Local and International)
- Specific recommendations to cater for Pandemic Challenges.

• Threats

- Unreasonable demands and expectations from Federations/Unions for higher wages/accrued conditions of service.
- Vulnerability to Covid-19 and Monkey Pox.
- Economic Recession.
- Reduced staff due to changes in work patterns.
- Unsynchronised implementation/interpretation of the Report.

STRATEGIC DIRECTION 2022-2025

Strategic Direction		Enabler
To set a financially sustainable pay policy and adopt other human resource strategies which are conducive to an efficient and effective service delivery to meet customers' needs.	➔	By ensuring that pay policies are just, fair and affordable and rewards are commensurate with responsibility, competence and contribution.
To scrutinise cases of errors, omissions and clarifications and, where required expeditiously provide recommendations as an Addendum to the 2021 PRB Report.	➔	Through written submissions of Stakeholders.
Facilitating the implementation of PRB recommendations.	➔	By examining and replying to all queries regarding interpretation/clarification of the recommendations and through active participation in different/various committees.
To conduct research and keep abreast of developments in the fields of Remuneration, Conditions of Employment, Organisation Design and the like.	➔	Through desk research, surveys, participation in Workshops and Training.



This Annual Report on Performance has been prepared by:

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