



Republic of Mauritius

ANNUAL REPORT ON PERFORMANCE

FINANCIAL YEAR

2020/2021

PAY RESEARCH BUREAU

THE ANNUAL REPORT 2020-2021

The Annual Report 2020-21 on Performance of the Pay Research Bureau has been prepared in accordance with the statutory requirements of Section 4B of the Finance & Audit Act.

Information on the Bureau, its financial performance and achievements, the targets set out relative to the resources approved by the National Assembly, as well we as the strategic direction to be adopted for the coming years are provided therein.

The information contained in this Annual Report on performance is intended for our stakeholders.

PART I • Overview of the Pay Research Bureau

PART II • Achievements

PART III • Financial Performance

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FOREWORD |Director Pay Research Bureau

I am pleased to present the Annual Report for the Financial Year ending June 2021 of the Pay Research Bureau. This financial year has endured the challenges of the COVID-19 pandemic, which have forced us to review our working patterns. Nevertheless, the Bureau has lived up to the expectations of its stakeholders and accomplished a series of activities in view of the publication of its ninth Report on Pay and Grading Structures and Conditions of Service in the Public Sector.

For the period July 2020 to June 2021, the Bureau has perused all submissions made by stakeholders (Management, Unions/Federations, and Individuals). About 214 meetings were held with them during which information were shared in a consultative and transparent manner. Surveys were equally conducted across the Public Sector to gather data for the formulation of appropriate policies for pay, grading structures and conditions of service.

As an independent institution, the Bureau maintains a transparent approach in dealing with its stakeholders and has in all instances adhered to the ISO 9001:2015 standards in 2019 to ensure a sustained provision of quality service.

I seize the opportunity to extend my gratitude to all staff of the Bureau for their effort and dedication. The year 2021 will indeed be a very busy and challenging one, but I am convinced that with the continued collaboration of our stakeholders and unflinching support of my staff, the Bureau will attain its objectives.

I. Peryagh
Director

PART I – OVERVIEW OF THE BUREAU

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.

ROLE AND FUNCTIONS

Operating under the aegis of the Prime Minister’s Office as an independent institution, the main objective of Pay Research Bureau 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 ongoing activities of the Bureau relates to providing advice and clarifications on Grading and Conditions of Service, Organisation Design/Redesign and attending Court/Commission for Conciliation and Mediation/Tribunals Officers represented the Bureau in Court/Commission for Conciliation and Mediation/Tribunals as witness or co-defendant in cases of industrial disputes arising out of interpretation/clarification of recommendations of the PRB Report and participating in Standing Committees under the chairmanship of the Secretary for Public Service and/or Permanent Secretaries of the Ministry of Public Service, Administrative and Institutional Reforms to provide technical input and assistance to facilitate decision taking.

Services Provided

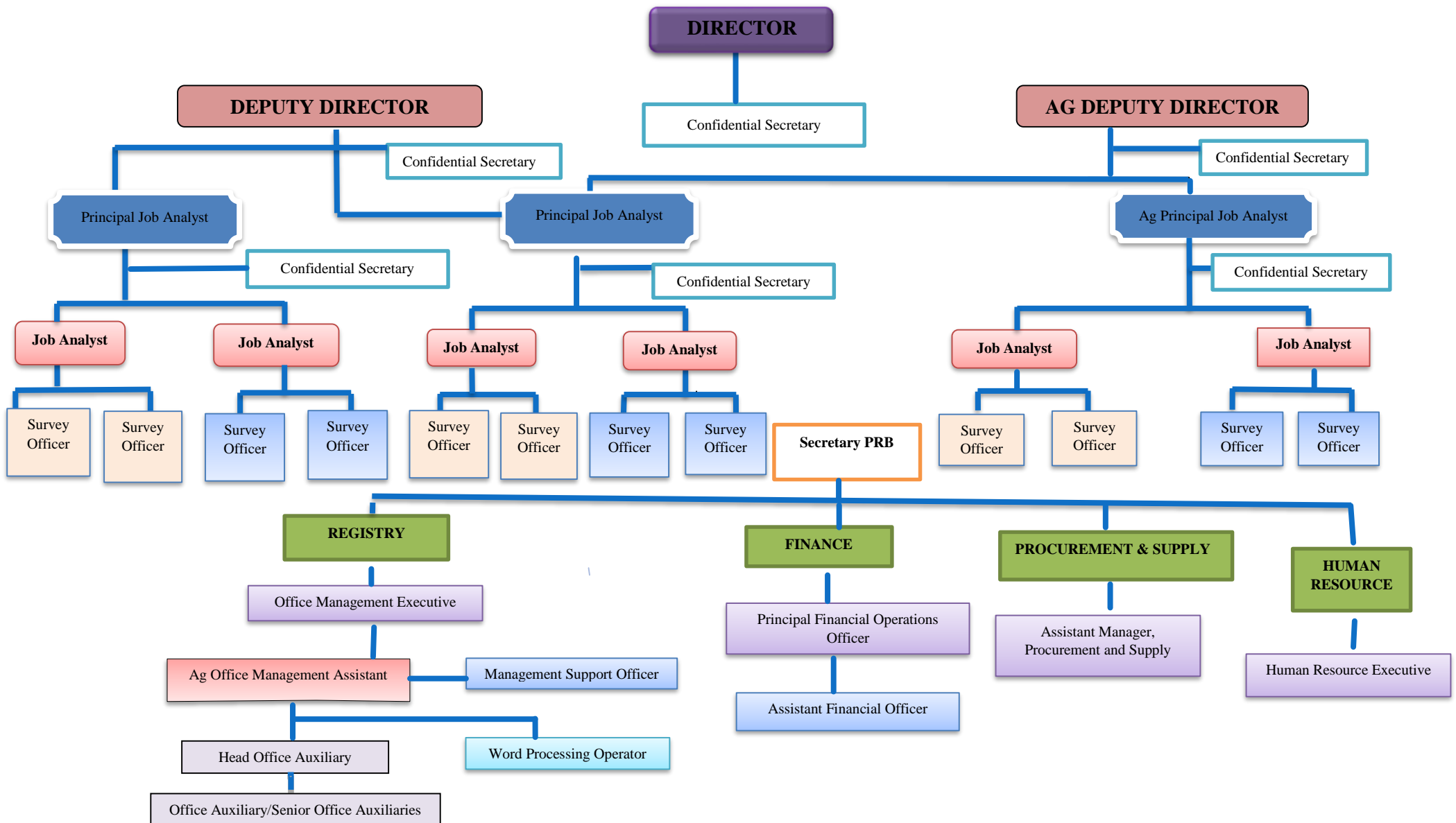
- Publish a Report on the General Review of Pay and Grading Structures and Conditions of Service in the Public Sector once every five years or as may be determined by the Government.
- Publish an Addendum Report to the main PRB Report subject to decision of Government and within such time frame as may 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.
- Form part of various Standing Committees and other committees on reforms.
- Hold consultations with stakeholders, as and when required.
- 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

The Director is at the helm of the Bureau and is supported by two Deputy Directors and technical staff in the grades of Principal Job Analyst, Job Analyst and Survey Officer. Support services are provided by officers in the grades of Secretary, PRB, Principal Financial Operations Officer, Assistant Manager, Procurement and Supply, Human Resource Executive, Assistant Financial Officer as well as officers in the General Services and Office Auxiliary Cadres.

ORGANISATION CHART



OUR PEOPLE

HUMAN RESOURCES OF PRB

Job Title	Number of Staff
Director	1
Deputy Director	2
Principal Job Analyst	3
Job Analyst	7
Survey Officer	12
Secretary, Pay Research Bureau	1
Human Resource Executive	1
Principal Financial Operations Officer	1
Assistant Financial Officer	1
Assistant Manager, Procurement and Supply	1
Office Management Executive	1
Ag Office Management Assistant	1
Management Support Officer	5
Confidential Secretary	6
Word Processing Operator	2
Head Office Auxiliary	1
Office Auxiliary	4

SENIOR MANAGEMENT TEAMS

Title	Name and Contact Details
Director	Mr. I. Peryagh Phone No.: 211-2513 Fax No.: 208-7557 Email: iperyagh@govmu.org
Deputy Director	Mr. A. S. Badurally Adam Phone No: 211-2419 Fax No.: 208-7557 Email: sbadurally@govmu.org
Principal Job Analyst	Mr. J. Ganoo Phone No.: 211-2514 Fax No.: 208-7557 Email: jganoo@govmu.org

Title	Name and Contact Details
Principal Job Analyst	Mr. A. Dumur Phone No.: 211-2418 Fax No.: 208-7557 Email: ardumur@govmu.org
Ag Principal Job Analyst	Mr. P. P. Bhugwant Phone No.: 211-3040 Fax No.: 208-7557 Email: pbhugwant@govmu.org

TECHNICAL STAFF

Title	Name and Contact Details
Job Analyst	Mrs. S. Nobutsing-Shibloll Phone No.: 211-2524 Fax No.: 208-7557 Email: sshibloll@govmu.org
Job Analyst	Mr. V. Subrun Phone No.: 210-1871 Fax No.: 208-7557 Email: vsubrun@govmu.org
Job Analyst	Ms. R. Hauroo Phone No.: 208-0960 Fax No.: 208-7557 Email: rhauroo@govmu.org
Job Analyst	Mrs. A. Daramsing Phone No.: 211-2429 Fax No.: 208-7557 Email: adaramsing@govmu.org
Ag Job Analyst	Mrs. P. Ghoorun Phone No.: 208-2035 Fax No.: 208-7557 Email: pghoorun@govmu.org

Title	Name and Contact Details
Survey Officer	Mrs. D. Bancharam-Doorga Phone No.: 211-2580 Fax No.: 208-7557 Email: dbancharam@govmu.org
Survey Officer Ag Job Analyst (26.01.21 to 28.07.21)	Mrs. S. Boyjonauth-Ramdhun Phone No.: 208-1287 Fax No.: 208-7557 Email: sboyjonauth@govmu.org
Survey Officer	Mrs. B. D. Jacmohun Phone No.: 208-1287 Fax No.: 208-7557 Email: bdjacmohun@govmu.org
Survey Officer	Mrs. A. Ujoodha Phone No.: 208-2035 Fax No.: 208-7557 Email: asuhoodha@govmu.org
Survey Officer	Mrs. C. Sohan Phone No.: 211-2580 Fax No.: 208-7557 Email: csohan@govmu.org
Survey Officer	Mrs. P. Guirdharry Phone No: 208-2035 Fax No.: 208-7557 Email: pguirdharry@govmu.org
Survey Officer	Mrs. L. Jaulim-Ramdolin Phone No:208-1287 Fax No.: 208-7557 Email: ljaulim@govmu.org
Survey Officer	Mrs. Z. Lalla-Saib Phone No:211-3020 Fax No.: 208-7557 Email: zlallasuib@govmu.org

Title	Name and Contact Details
Survey Officer	Mrs. N. Ragudu-Appadoo Phone No:211-3020 Fax No.: 208-7557 Email: nrappadoo@govmu.org
Survey Officer	Mrs. H. Thorul Phone No:211-2580 Fax No.: 208-7557 Email: hthorul@govmu.org
Temporary Survey Officer	Ms. P. Ramgati Phone No:208-1287 Fax No.: 208-7557 pdrangati@govmu.org

SECRETARY AND SUPPORTING STAFF

Name	Telephone	E-mail Address
Secretary, PRB		
Mrs. S. Kisto	(230) 211-3045	shakisto@govmu.org
Human Resource Executive		
Mrs. T. Gonpot	(230) 211-2513	tgonpot@govmu.org
Finance Section		
Mrs.Y. K. Kubareea– Principal Financial Operations Officer	(230) 208-6989	ykubareea@govmu.org
Mrs. S. Bissoon –Assistant Financial Officer	(230) 208-6989	shbissoon@govmu.org
Procurement and Supply Section		
Mr. Y. Oozeer – Assistant Manager, Procurement and Supply Officer	(230) 202-0609	yoozeer@govmu.org

Name	Telephone	E-mail Address
Confidential Secretaries		
Mrs. N. Lai Lim	(230) 211-2514	nlailim@govmu.org
Mrs. A. B. Luchmun	(230) 211-2513	bluchmun@govmu.org
Mrs. M. Chuckowry	(230) 208-0007	mchuckowry@govmu.org
Office Management Assistant		
Mrs. K. Samnath (Ag OMA)	(230) 211-3046	ksamnath@govmu.org
Management Support Officers		
Ms. S. Ghooray	(230) 208-4200	sghooray@govmu.org
Miss C. M. K. Sookun	(230) 211-3046	Csookun@govmu.org
Miss M. Z. Toorabally	(230) 211-3046	mtoorabally@govmu.org
Miss T. Jaunky	(230) 211-3046	tjaunky@govmu.org
Mr. Noor-Mohammad Sumun	(230) 208-4200	nsumun@govmu.org
Word Processing Operators		
Miss F. B. Moosbally	(230) 211-3040	bmoosbally@govmu.org
Ms. F. K. Gukhool	(230) 211-2419	fgukhool@govmu.org
Mrs. J D Pottier	(230) 208-0007	jpottier@govmu.org
Ms. S. Nursimooloo	(230) 211-2418	snursimooloo@govmu.org
Head Office Auxiliary		
Mr. D. Simnath	(230) 214-1425	
Office Auxiliaries/Senior Office Auxiliaries		
Mr. B. Duymun	(230) 214-1425	
Mrs. T. Ruttun	(230) 214-1425	
Mrs. P. Ramnath	(230) 214-1425	
Ms. J. Veeren	(230) 214-1425	

MOBILITY OF STAFF

During the period July 2020 and June 2021, the Bureau witnessed some changes in terms of mobility of staff due to promotion, retirement and change in posting as follows:

Name of Officer	Designation	Status
Mr. S. Nursing	Director, Pay Research Bureau	Pre-retirement wef 11.02.2020 Retired on 11.02.21
Mr. J. Boodhun	Job Analyst	Retired on 11.11.2020
Mr. D. Hulman	Deputy Director	Retired on 19.12.2020
Mrs. R. Paraouty	Confidential Secretary	Retired on 15.03.2021
Mrs. C. Job	Word Processing Operator	Change in posting wef 14.07.2020
Mrs. M. Joysury	Confidential Secretary	Change in posting wef 06.10.2020
Ms. Y. Aliar	Confidential Secretary	Change in posting wef 15.10.2020
Mrs. O. J. Sayed-Houssen	Office Management Executive	Change in posting wef 13.11.2020
Mrs. R. Balgobin	Human Resource Executive	Change in posting wef 29.01.2021
Mrs. B. Lohur	Office Management Executive	Change in posting wef 10.05.2021
Mr. G. Becceea	Head Office Auxiliary	Change in posting wef 04.06.2021

GENDER DISTRIBUTION OF PRB STAFF

The PRB as an institution dealing with the review of 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 is particularly attentive to ensuring gender equality. Grades created in the context of any review exercise are gender neutral in terms of appellation and salary. Further at the level of the Bureau no grade, including senior positions is gender based but instead any position is open to the best available candidates.

The gender distribution of human resources at PRB is as follows:

Job Title	Male	Female	Total
Director	1		1
Deputy Director	2		2
Principal Job Analyst	3		3
Job Analyst	4	3	7
Survey Officer		12	12
Secretary, Pay Research Bureau		1	1
Human Resource Executive		1	1
Principal Financial Operations Officer		1	1
Assistant Financial Officer		1	1
Assistant Manager, Procurement and Supply	1		1
Office Management Executive		1	1
Office Management Assistant		1	1
Management Support Officer	1	4	5
Confidential Secretary		6	6
Word Processing Operator		2	2
Head Office Auxiliary	1		1
Office Auxiliary	1	3	4

PART II – OUR KEY ACHIEVEMENTS

MAJOR ACHIEVEMENTS IN FINANCIAL YEAR 2020-21

The year 2020-21 has been marked by the finalization of the publication of the 2021 PRB. The prevalence of the COVID-19 Pandemic, total Lock down and partial Lock down through the designation of red zones have resulted in the bureau's navigating in uncharted seas for the publication of its ninth Report.

Consultations/Meetings

The Bureau continued with consultative meetings with Federations of Trade Unions on general conditions of service; staff associations of Parastatal Bodies, Local Authorities and Civil Service on their submissions; and Management of Parastatal Bodies and Local Authorities on their proposals for the next Report. From July 2020 up to June 2021, the Bureau had held 140 meetings with Unions and 74 meetings with Management of public sector organisations.

Official Visit to Rodrigues

As part of its established plan of work for the preparation of its ninth Report, the Bureau organized an official visit to Rodrigues. Officers of the Bureau proceeded to Rodrigues from 20 to 26 September 2020. The delegation comprised the Director, Ag Deputy Director, an Ag Principal Job Analyst, a Job Analyst and a team of five Survey Officers. During the visit Directorate of the Bureau met the Chief Commissioner and conducted consultative meetings with the staff side and management. The team of Survey Officer conducted some 110 interviews with employees of the Workmen's group. Requests for individual meetings and site visits were also entertained.

Site Visits

Officers of the Bureau, upon request from stake holders, effected 18 site visits to have a better understanding of the complexity of certain jobs, the work environment/conditions, work processes and the impact of new technology thereon. Relevant information thereof were considered.

Surveys

For the period July 2020 up to June 2021 the Bureau has carried out 2 surveys on specific issues (Budget Survey in respective organisation and Survey on Work From Home) to collect factual information for policy formulation in the context of the publication of its ninth Report.

Ongoing Activities

The Bureau, in addition to works pertaining to the publication of its ninth Report, attended to its normal obligations. The number of cases received/processed during the period July 2020 up to June 2021 was as per ensuing table:

Type of case	Total
Adhoc (Salary Grading and Conditions of Service, etc.)	220
Interpretation/Clarifications	10
Organisation Design/Redesign	2
Others	31
Total	263

Other Activities

Officers of the Bureau attended Court/Commission for Conciliation and Mediation/Tribunals as witness or co-defendant in cases of industrial disputes arising out of interpretation/clarification of recommendations of the PRB Report whenever required to do so. In addition, the Director and/or his representatives attended to Standing Committees under the chairmanship of the Secretary for Public Service and/or Permanent Secretaries of the Ministry of Public Service, Administrative and Institutional Reforms to provide technical input and assistance to facilitate decision taking. Details relating to the various standing committees for the period July 2020 up to June 2021 are as hereunder:

Committee	No. of Meetings
Standing Committee on Duty Free Car Scheme	5
Standing Committee on Fees and Allowances	5
Foreign Service Committee	5
Standing Committee on Uniforms	2
Standing Committee on Higher Qualification Incentives and Incremental Credit for Experience Acquired Prior to Entry in Service	3

Staff Training and Development during the Financial year 2020/2021

Since the Bureau was busy with the finalization of its forthcoming Reports and the country was faced with general lock down and regionalized lock down, the training of officers has been hampered. Overseas training was at a halt in view of prevailing sanitary conditions and closure of borders. Nevertheless, officers of the Bureau have been provided with certain training courses organised by the Civil Service College, Mauritius. The list of officers who have followed training is as hereunder:

SN	Name	Designation	Training Followed	Date
1	Mr V. Subrun	Job Analyst	Business Continuity (12 hrs)	26 & 30 November 2020
2	Mrs S. Kisto	Secretary, PRB	Business Continuity (12 hrs)	26 & 30 November 2020
3	Mrs R. Balgobin	Human Resource Executive	Writing Effective Minutes of Meetings	28 September 2020
4	Mrs Sandoram Samnath	Ag. Office Management Assistant	Writing Effective Minutes of Meetings	28 September 2020
5	Miss Ghooray	Management Support Officer	Training Programme for Support Staff (Level 2)	04 & 06 November 2020
6	Miss C. Sookun	Management Support Officer	Safety and Health in the Workplace	11 August 2020
			Training on Registry Procedures	08 December 2020
7	Miss Z. Toorabally	Management Support Officer	Safety and Health in the Workplace	25 August 2020
			Training Support Staff (Level 2)	09 & 11 November 2020
8	Miss T. Jaunky	Management Support Officer	Training for Support Staff	21 & 23 September 2020
			Safety and Health in the Workplace	13 October 2020
9	Mr N. M. Sumun	Employed to give assistance at MSO Level	Training Programme for Support Staff	05 & 07 October 2020
			Safety and Health in the Workplace	27 October 2020
10	Miss F. Moosbally	Word Processing Operator	Safety and Health in the Workplace	08 September 2020
11	Miss F. Gukhool	Word Processing Operator	Induction Course for WPO - Re-Schedule	08 June 2020
12	Mrs T. Ruttun	Office Auxiliary/Senior Office Auxiliary	Basic Communication Skills	04 August 2020

Response to Covid-19 Pandemic

The Bureau adhered to all instructions emanating from the Ministry of Health and Wellness and the Ministry of Public Service Affairs and Institutional Reforms to ensure the safety of Officers. In this respect, in addition to the existing Safety and Health Committee, a Dedicated Response Team was set up. The Safety and Health Committee and the Dedicated Response Team held some 5 meetings following which a customized Covid-19 – Health and Safety protocol for the bureau was prepared and disseminated.

In addition to the above, the Bureau sensitized officers to be full vaccinated against Covid-19. By the end of June 2021, 28 out of 42 Officers were vaccinated.

STATUS ON IMPLEMENTATION OF BUDGET MEASURES

Not applicable

STATUS ON IMPLEMENTATION OF KEY ACTIONS

SN	Key Actions	Key Performance Indicators	Target 2019/20	Target 2020/21	Target 2021/22	Status
1	Hearing of Stakeholders	Ongoing until publication of Report by end of year 2020.	80%	100%	-	Completed
2	Visit to organisations /site visits	Within three (3) months.	100%	-	-	Completed
3	Job Evaluation	Ongoing till mid-2020.	100%	-	-	Completed
4	Studying/Drafting/ Editing/ Publication of Report	Within fourteen (14) months.	70%	100%	-	Completed
5	Preparation and Submission of Addendum Report	Within twelve (12) months.	-	-	100%	In process

OTHER INTERNAL DEVELOPED KPI'S

Key Performance Indicators	Targets
% of consultative meetings in connection with the publication of the Next Overall Pay Review Exercise that have been completed as per the schedule of meeting.	100% to be completed.
Time taken to provide advice and clarifications, on PRB recommendations whenever these are required by different institutions including the Ministry of Public Service, Administrative and Institutional Reforms, the Commission for Conciliation and Mediation, the Employment Relations Tribunal and the Independent Commission Against Corruption.	Action taken within five (5) working days.
Time taken to produce <i>ad hoc</i> reports on Pay and Grading Structures and Conditions of Service as per demands from Ministries/Departments/Organisations.	Replies made within nine (9) working days from receipt of all relevant information.
Time taken to make recommendations on remuneration for employees of the Public Sector Organisations and the Private Secondary Schools as well as for Advisers, Officers employed on Contract and Pensioners.	
Number of visits to organisations/site visits in connection with the publication of the PRB Report.	As per request.
Expected publication of the PRB Report.	By end of year 2021.

PART III – FINANCIAL PERFORMANCE

FINANCIAL HIGHLIGHTS – 2020 – 2021

Revenue

No revenue is collected by the PAY RESEARCH BUREAU

Expenditure

Appropriation of funds to the Pay Research Bureau is made by the National Assembly under Vote/Sub-Head 020107.

A Budget of Rs 37,600,000 was allocated to the Pay Research Bureau for Financial Year 2020/2021 which was classified and distributed under two main Economic Classification namely:

Compensation of Employees-**Rs 32,120,000**

Goods and Services-**Rs 5,480,000**

The Statement of Expenditure have been prepared from data captured from the Treasury Accounting System (TAS).

Table 1 provides a summary of total expenditure incurred by the Bureau in and *FY 2019-2020 and FY 2020-2021*

SUMMARY OF EXPENDITURE INCURRED BY THE PAY RESEARCH BUREAU FOR FINANCIAL YEARS 2019-2020 AND 2020-2021				
<i>Head/Sub-Head of Expenditure</i>	<i>2019-2020 ACTUAL</i>	<i>2020-2021 ESTIMATES</i>	<i>2020-2021 ACTUAL</i>	<i>Actual Expenditure for FY 2020-2021 as a % of Total Expenditure</i>
	<i>RS'000</i>	<i>RS'000</i>	<i>RS'000</i>	
<i>Compensation of employees</i>	<i>32,841</i>	<i>32,120</i>	<i>29,125</i>	<i>85%</i>
<i>Goods and services</i>	<i>5,193</i>	<i>5,480</i>	<i>5,073</i>	<i>15%</i>

Table 1: Summary of expenditure by PRB in FY 2019-20 and FY 2020-21

Around 85 percent (85%) of total expenditure were incurred as compensation to employees such as personal emoluments, other staff costs and social contributions while 15 percent (15%) were spent on goods and services.

Figure 1 below depicts the actual percentage allocation of expenses between the two main items of expenditure over the total actual expenditure.

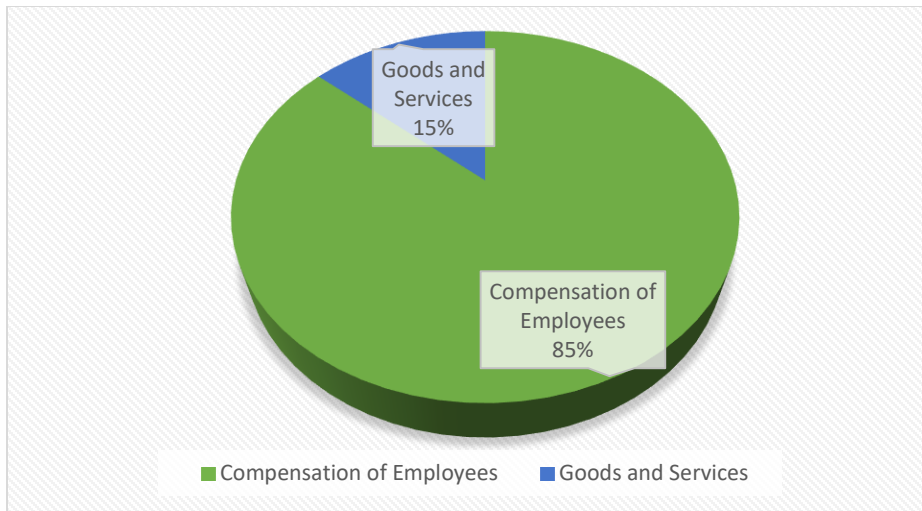


Figure 1: Percentage allocation of the two items expenditure over total expenditure

An annual comparison of expenditure incurred by the Pay Research Bureau is shown in Figure 2 below.

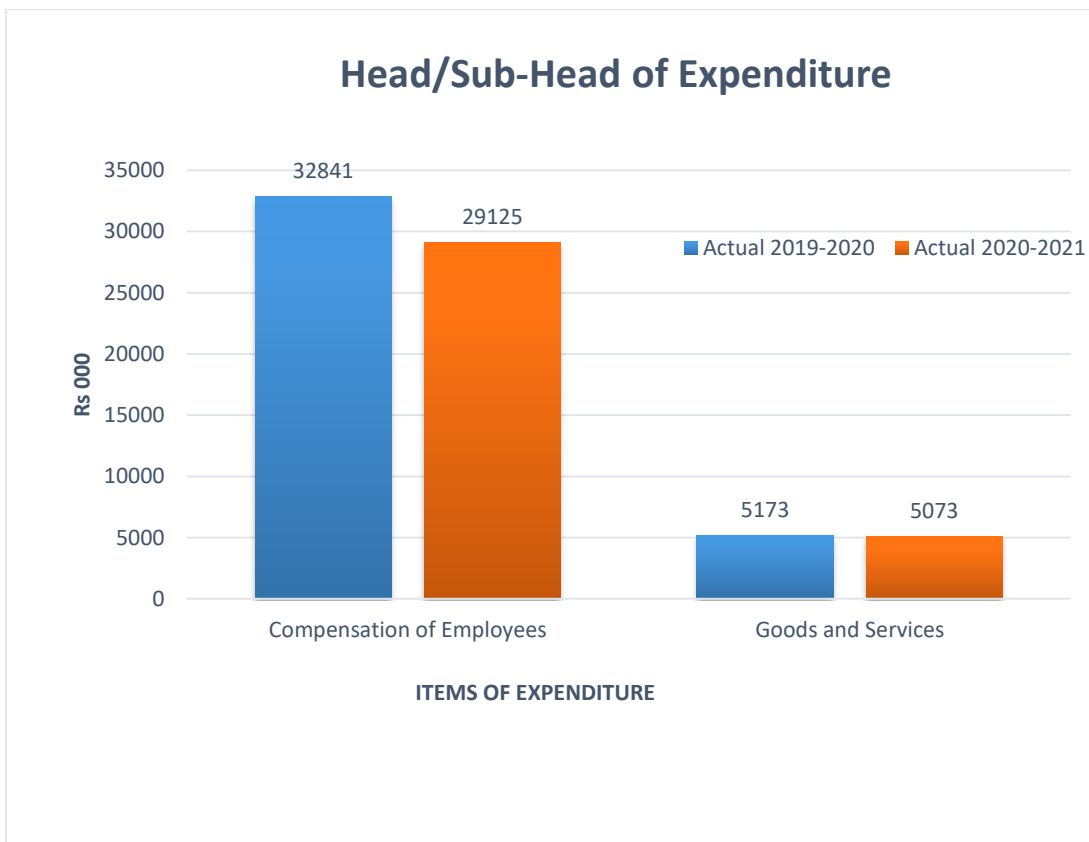


Figure 2: Expenditure incurred by PRB under Vote 020107

ANALYSIS OF MAJOR CHANGES IN EXPENDITURE

Total expenditure under the two different votes of the Pay Research Bureau amounted to Rs 38.014 million in FY 2019-20 compared to actual expenditure of Rs 34.198 million in FY 2020-21.

Also compared to the total estimated amount, there was an underspending in 2020-21 by around nine percent (9%).

For item ‘Compensation of employees’, the decrease is mainly due to the retirement of some officers in the grade of Deputy Director, Job analyst, Confidential Secretary and the non-filling of vacant posts in the FY 2020-21.

As far as item ‘Goods and Services’ is concerned, the decrease is mainly due to the Covid-19 pandemic where there has been major curtailment in the day to day expenses of the Bureau.

PART IV – WAY FORWARD

TRENDS AND CHALLENGES

The Financial year 2020-2021 has been very challenging for the Bureau. With the prevailing pandemic situation and the retirements of certain key staff, the Bureau has had to cater for its ongoing business activities and publication of its ninth Report with a limited staffing complement. As such, the Bureau will have to reinforce its human resources with the recruitment of competent personnel to meet its business needs. In addition, the Bureau will have to attend to the following major challenges:

- ensuring Business continuity in case of Force Majeure/Public Emergency;
- reconciling high expectations of stakeholders with affordability constraints;
- managing constant pressure from the staff side for higher salaries and better conditions of service; and
- erroneous input from stakeholders.

RISK MANAGEMENT, CITIZEN ORIENTED INITIATIVES & GOOD GOVERNANCE

The Bureau has been successfully ISO Certified to MS ISO 9001:2015 on 29 August 2019 and the certificate is valid until 28 August 2022.

The Bureau has considered the issues referred to the clause 4.1 of ISO 9001:2015 and the requirement to the clause 4.2 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 not 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 is controlled.

Actions to address 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, though 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.

Swot Analysis

A simple SWOT analysis of the Bureau highlighting the internal strength and weakness as well as opportunities and threats from external environment is briefly highlighted in the diagram below.

• Strengths

- Independent, reliable, fair and rational system to determine pay, grading structures and conditions of service on a periodic basis;
- Inclusiveness and transparency - Ongoing consultative meetings with all stakeholders (Management and individuals/pensioners), Federations and Unions to examine and discuss representations on the 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;
- Participative approach - Active participation in several Standing Committees and Technical Committees to ease implementation of recommendations/addressing emerging urgent issues;
- Communication (both speaking and listening) by actively seeking inputs from stakeholders to understand concerns and issues related to all aspects of the total reward package.

• Weaknesses

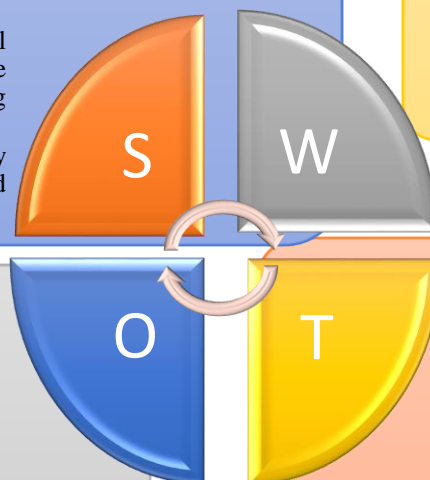
- Limited Budget
- Inadequate Logistics (IT equipment/office space)
- Small establishment size.
- Limited training available on matters of pay both at national and international level

• Opportunities

- International Exposure in matters of Pay.
- Participation in Consultancy projects (Local and International)

• Threats

- Unreasonable demands and expectations from Federations/Unions for higher wages/accrued conditions of service.
- Insufficient economic growth leading to fragile economic trends
- High probability of unsynchronised implementation/interpretation of the Report.
- Covid-19



STRATEGIC DIRECTION

The Strategic Direction of the Bureau for the period 2021-2024 is 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; review of pay and grading structures underpinned by job evaluation; facilitating the implementation of PRB recommendations; and to conduct research and keep abreast of developments in the fields of Remuneration, Conditions of Employment, Organisation Design and the like. The Bureau also aims to compile all recommendations in respect of omissions and clarifications as an Addendum to the 2021 PRB Report within nine months from the publication date and to abide with the Key Performance Indicators set for the financial year 2020-2021 by the Ministry of Public Service, Administrative and Institutional Reforms for public sector organisations.



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01 Dec 2021

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