



Republic of Mauritius

ANNUAL REPORT

on Performance

Financial Year 2021/2022

PAY RESEARCH BUREAU
PRIME MINISTER'S OFFICE

THE ANNUAL REPORT 2021-2022

INTRODUCTION

This Annual Report on Performance of the Pay Research Bureau is a statutory requirement in accordance with Section 4B of the Finance and Audit Act and has been structured as per the guidelines issued by the Ministry of Finance, Economic Planning and Development. It gives an overview of the major activities carried out by the Bureau during the Financial Year 2021-2022.

Reporting on performance contributes to strengthening governance, transparency and accountability in the Public Sector. This Report provides information for all our stakeholders.

STRUCTURE OF THE REPORT

Sliced into four main parts as hereunder, this Report highlights the vision and mission of the Bureau, its responsibilities, staffing, achievements and challenges, financial performance and the way forward:

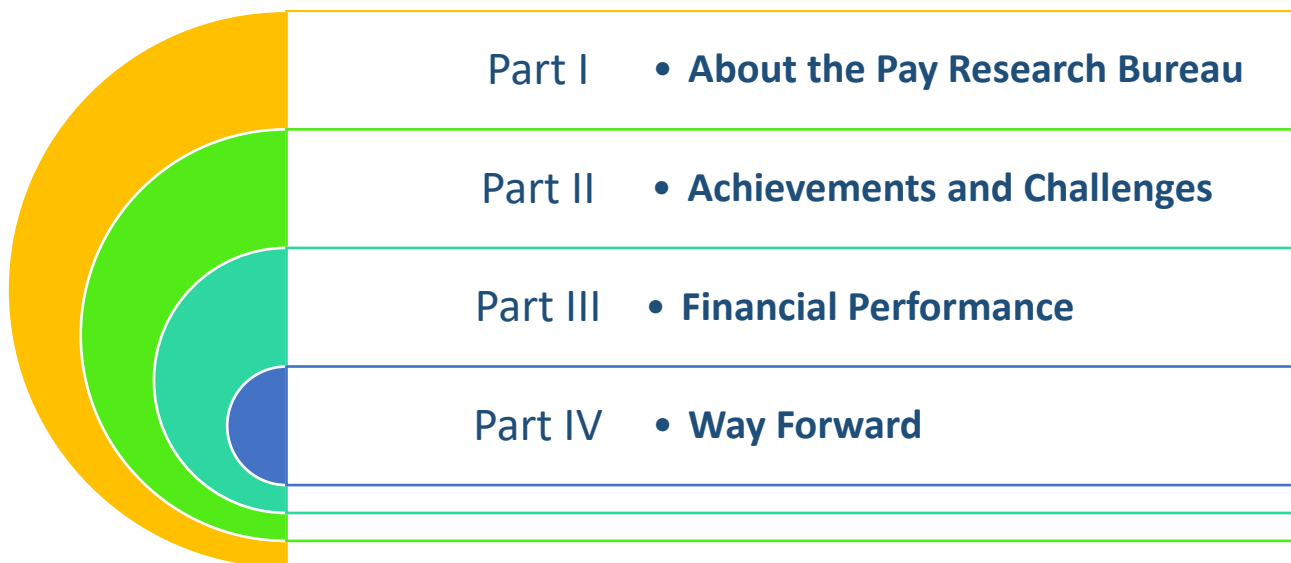


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FOREWORD: DIRECTOR, PAY RESEARCH BUREAU



It gives me great pleasure to present a new edition of the Annual Report on Performance for the Pay Research Bureau covering the Financial Year 2021-2022.

Despite the various challenges encountered during the year under review, the Bureau published its ninth Report on Pay and Grading Structures and Conditions of Service in the Public Sector on 14 October 2021.

Subsequent to the publication and as stated in the 2021 PRB Report, the technical staff of the Bureau, promptly, provided information to a host of queries received from different quarters which relate to interpretation and/or implementation. Besides, with a view to facilitating the submission of representations, an online portal service was put at the disposal of our stakeholders. All submissions have been scrutinised and any genuine omissions or errors would be reflected in the Addendum Report to the 2021 PRB Report.

In line with our core values and as an independent institution, the Bureau ensures that the principles of good governance and transparency prevail in all its activities and dealings. Moreover, to maintain a sustained quality service, the Bureau strictly adheres to the established procedures of the ISO 9001:2015 standards.

Come what may, the Bureau will continue to serve all its stakeholders with determination and professionalism. As I end, I would like to place on record the constant support of my team in achieving the set objectives.

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.

Objectives

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.

To conduct research and keep abreast of developments in the fields of Remuneration, Conditions of Employment, Organisation Design and the like.

To advise on the proper design of organisation structures.

To assist in the implementation of our recommendations.

OUR CORE VALUES



ROLE AND FUNCTIONS

Operating under the *aegis* of the Prime Minister's Office as an independent institution, the main objective of the 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 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-Free Car Scheme, Uniforms, Incremental Credit/HQI, Creation of Grades, Performance-Related-Reward Scheme and Recommendations made but not implemented) to provide technical input and assistance to facilitate decision taking;
- (4) providing inputs in other Committees e.g. Reforms, Pension, Leave, Schemes of Service, etc;
- (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 Report;
- (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 with Management of organisations to clarify issues regarding *ad hoc* cases; and
- (12) providing training to Technical Staff and others.

SERVICES PROVIDED

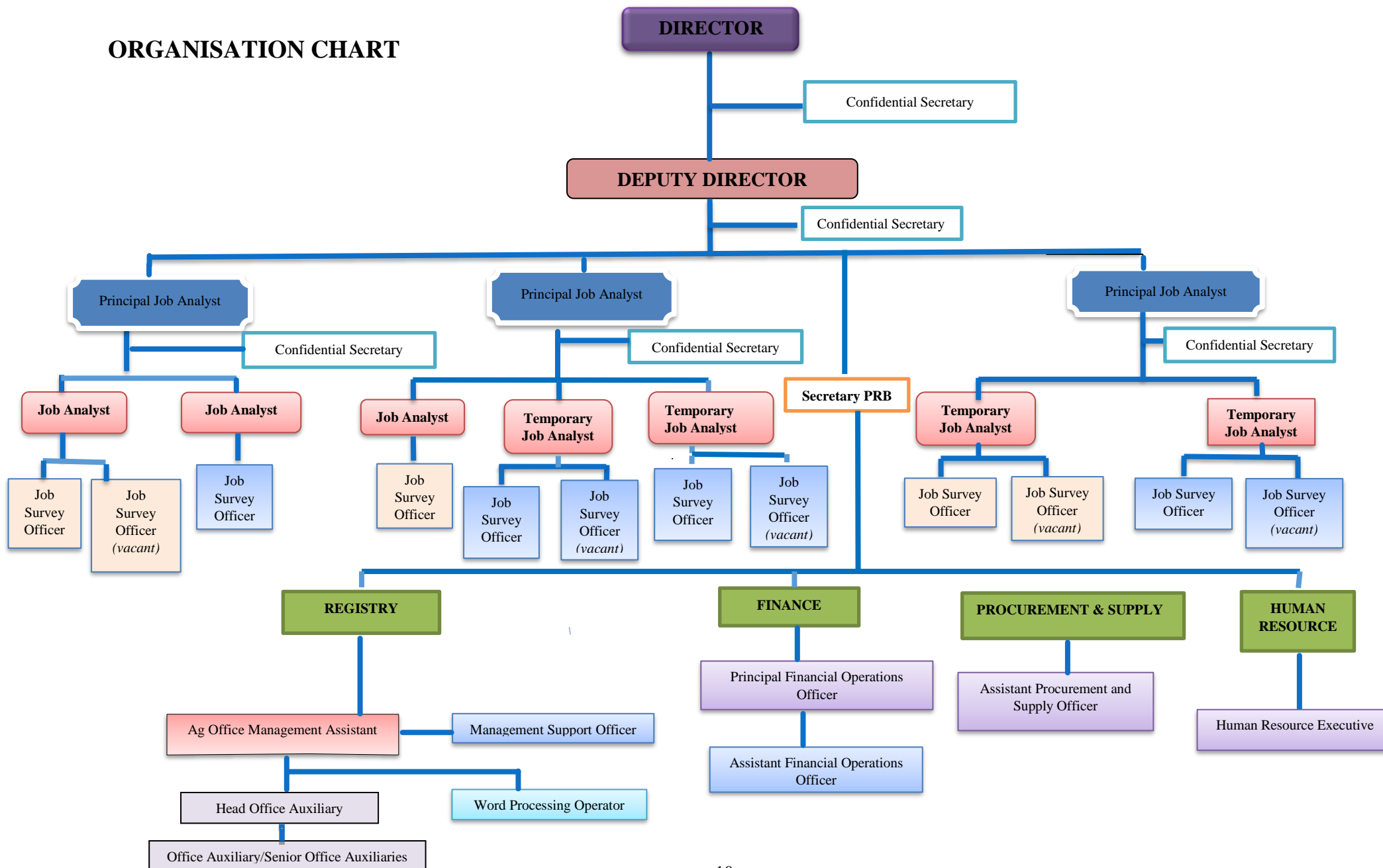
- Publish a Report on the General Review of Pay and Grading Structures and Conditions of Service in the Public Sector once every five years or as may be determined by the Government.
- Publish an Addendum Report to the main PRB Report subject to decision of Government and within such time frame as may 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 apex of the five-level structure. He 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 the Secretary, PRB and employees of the General Services as well as Office Auxiliary Cadre.

ORGANISATION CHART



OUR PEOPLE

The occupational distribution and respective headcounts of the Bureau stands as follows for the Financial Year 2021-2022:

Job Title	Headcount and Permanent Staff in post
Director	1
Deputy Director	1
Principal Job Analyst	3
Job Analyst	3
Temporary Job Analyst	4
Job Survey Officer	7
Secretary, Pay Research Bureau	1
Human Resource Executive	1
Principal Financial Operations Officer	1
Assistant Financial Operations Officer	1
Assistant Procurement and Supply Officer	1
Ag. Office Management Assistant	1
Management Support Officer	5
Confidential Secretary	3
Word Processing Operator	3
Head Office Auxiliary	1
Office Auxiliary/Senior Office Auxiliary	4

SENIOR MANAGEMENT TEAMS

Hereunder is the composition of the Senior Management Team of the Bureau:

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
Principal Job Analyst	Mr. P. P. Bhugwant Phone No.: 211-2418 Fax No.: 208-7557 Email: pbhugwant@govmu.org
Principal Job Analyst	Mrs S. Nobutsing-Shibloll Phone No.: 211-3040 Fax No.: 208-7557 Email: sshibloll@govmu.org

TECHNICAL STAFF

The following officers constitute the Technical Team of the Bureau:

Title	Name and Contact Details
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
Temporary Job Analyst	Mrs. P. Ghoorun Phone No.: 211-2524 Fax No.: 208-7557 Email: pghoorun@govmu.org
Temporary Job Analyst	Mrs. S. Boyjonauth-Ramdhun Phone No.: 208-7672 Fax No.: 208-7557 Email: sboyjonauth@govmu.org
Temporary Job Analyst	Mrs. B. D. Jacmohun Phone No.: 211-2813 Fax No.: 208-7557 Email: bdjacmohun@govmu.org
Temporary Job Analyst	Mrs. A. Ujoodha Phone No.: 208-2035 Fax No.: 208-7557 Email: asuhoodha@govmu.org

Title	Name and Contact Details
Job Survey Officer	Mrs. C. Sohan Phone No.: 211-2580 Fax No.: 208-7557 Email: csohan@govmu.org
Job Survey Officer	Mrs. P. Guirdharry Phone No.: 208-2035 Fax No.: 208-7557 Email: pguirdharry@govmu.org
Job Survey Officer	Mrs. L. Jaulim-Ramdolin Phone No.:208-1287 Fax No.: 208-7557 Email: ljaulim@govmu.org
Job Survey Officer	Mrs. Z. Lalla Saib Phone No:211-3020 Fax No.: 208-7557 Email: zlallasuib@govmu.org
Job Survey Officer	Mrs. N. Ragudu-Appadoo Phone No.:211-3020 Fax No.: 208-7557 Email: nrappadoo@govmu.org
Job Survey Officer	Mrs. H. Thorul Phone No:211-2580 Fax No.: 208-7557 Email: hthorul@govmu.org
Job Survey Officer	Ms. P. Ramgati Phone No.:208-1287 Fax No.: 208-7557 pdramgati@govmu.org

SECRETARY AND SUPPORTING STAFF

Name	Telephone	E-mail Address
Secretary, PRB		
Mrs. S. Kisto	211-3045	shakisto@govmu.org
Human Resource Executive		
Mrs S. Bisto	208-4216	sbisto@govmu.org
Finance Section		
Mrs. K. Pem – Principal Financial Operations Officer	208-6989	kapem@govmu.org
Mrs. D. Harpal – Temporary Assistant Financial Officer	208-6989	Dharpal@govmu.org
Procurement and Supply Section		
Mr A. Hairsoo – Assistant Procurement and Supply Officer	214 6937	ahairsoo@govmu.org
Confidential Secretaries		
Mrs. N. Lai Lim	211-2514	mlai-lim@govmu.org
Mrs. A. B. Luchmun	211-2513	bluchmun@govmu.org
Mrs. B. Mungroo	211-2418	bmungroo@govmu.org
Office Management Assistant		
Mrs. K. Samnath (Ag. Office Management Assistant)	211-3046	ksamnath@govmu.org
Management Support Officers		
Ms. S. Ghooray	208-4200	sghooray@govmu.org
Mrs M. Z. T Niamut	211-3046	mtoorabally@govmu.org
Miss T. Jaunky	211-3046	tjaunky@govmu.org
Miss N. D. Runnoo	208-4200	nrunnoo@govmu.org
Miss T. Bundhoo	211-3046	tibundhoo@govmu.org
Word Processing Operators		
Mrs F. B. Moosbally (Ag. Confidential Secretary)	211-3040	bmoosbally@govmu.org

Name	Telephone	E-mail Address
Ms. F. K. Gukhool (Ag. Confidential Secretary)	211-2419	fgukhool@govmu.org
Mrs. J. D. Pottier	208-0007	jpottier@govmu.org
Head Office Auxiliary		
Mr. D. Simnath	214-1425	
Office Auxiliaries/Senior Office Auxiliaries		
Mr. B. Duymun	214-1425	
Mrs. T. Ruttun	214-1425	
Ms. J. Veeren	214-1425	
Mr K. Persand	214-1425	

MOBILITY OF STAFF

Mobility of staff during the Financial Year 2021-2022 is detailed out below:

Name of Officer	Designation	Status
Miss C. M. K. Sookun	Management Support Officer	Change in posting w.e.f. 24.08.2021
Mrs P. Ramnath	Office Auxiliary/Senior Office Auxiliary	Change in posting w.e.f. 08.09.2021
Mrs M. Chuckowry	Confidential Secretary	Change in posting w.e.f. 07.10.2021
Mrs T. K. Gonpot	Human Resource Executive	Change in posting w.e.f. 20.10.2021
Mr N. Sumun	Management Support Officer	Change in posting w.e.f. 08.11.2021
Miss S. Nursimooloo	Word Processing Operator	Change in posting w.e.f. 13.12.2021
Miss T. L. Adnauth	Management Support Officer	Leave without pay w.e.f. 11.02.2022
Mrs Y. Kubareea	Principal Financial Operations Officer	Change in posting w.e.f. 07.03.2022
Mr A. Dumur	Principal Job Analyst	Retired on 22.04.2022
Mrs D. Bancharam-Doorga	Job Survey Officer	Retired on 20.06.2022

STAFF TRAINING AND DEVELOPMENT

Staff Training and Development during the Financial Year 2021/2022

As a learning organisation, the Bureau always facilitates the learning of all its members. However, as the financial year was marked by the publication of the 2021 PRB Report as well as the finalisation of the Addendum to the 2021 PRB Report, the training of officers



was hindered. Coupled with the prevalence of the Covid 19 Pandemic, overseas training was restricted. Nonetheless, **the Bureau spent 99% of its Training Budget for this financial year.** Officers of the Bureau who availed of training courses are as hereunder:

SN	Name of Officer	Designation	Training Course	Date
1	Mrs T. K. Gonpot	Human Resource Executive	Awareness Training on Gender Mainstreaming	07 September 2021
2	Mrs P. Guirdharry	Job Survey Officer	Awareness Training on Gender Mainstreaming	07 September 2021
3	Mrs S. Boyjonauth-Ramdhun	Temporary Job Analyst	Awareness Training on Gender Mainstreaming	09 September 2021
4	Mrs H. Thorul	Job Survey Officer	Awareness Training on Gender Mainstreaming	09 September 2021
5	Mrs K. S. Samnath	Ag. Office Management Assistant	Awareness Training on Gender Mainstreaming	14 September 2021
6	Miss J. Veeren	Office Auxiliary/Senior Office Auxiliary	Training Programme on Safety and Health at Work	16 November 2021

SN	Name of Officer	Designation	Training Course	Date
7	Mr K. Persand	Office Auxiliary/Senior Office Auxiliary	Training Programme on Safety and Health at Work	18 November 2021
8	Ms R. Hauroo	Job Analyst	Training Course on Court Proceedings	22 November 2021
9	Mrs J. D. Pottier	Word Processing Operator	Training Programme on Safety and Health at Work	23 November 2021
10	Mrs P. Ghoorun	Temp Job Analyst	High Profile PRB Business Process Chart	27 October and 23 December 2021
11	Mrs S. Ramdhun	Temp Job Analyst		
12	Mrs B. D. Jacmohun	Temp Job Analyst		
13	Mrs A. Ujoodha	Temp Job Analyst		
14	Mrs C. Sohan	Job Survey Officer		
15	Mrs Z. Lalla Saib	Job Survey Officer		
16	Mrs N. Ragudu- Appadoo	Job Survey Officer		
17	Mrs H. Thorul	Job Survey Officer		
18	Miss P. Ramgati	Job Survey Officer		
19	Mrs K. Samnath	Ag. Office Management Assistant	Training course on duties of APS	February & March 2022
20	Miss N. D. Runnoo	Employed to give Assistance at MSO Level	Foundation Course for Management Support Officer	28 March to 07 April 2022
21	Mrs S. Nobutsing- Shibloll	Principal Job Analyst	Online training sessions for Implementation of a SMART Process	04-05 May 2022 11-12 May 2022
22	Mr V. Subrun	Job Analyst	Framework in the Public Service	18-19 May 2022
23	Mrs S. Kisto	Secretary, PRB		

SN	Name of Officer	Designation	Training Course	Date
24	Mrs K. Samnath	Ag. Office Management Assistant	Safety and Health in the Workplace	24 May 2022
25	Miss S. Ghooray	Management Support Officer	Safety and Health in the Workplace	24 May 2022
26	Miss N. D. Runnoo	Management Support Officer	Safety and Health in the Workplace	21 June 2022
27	Miss T. Bundhoo	Management Support Officer	Safety and Health in the Workplace	28 June 2022
28	Mrs P. Guirdharry	Job Survey Officer	Capfor – Excel Skills for Compensation Specialist	23, 27, 29 and 30 June 2022
29	Mrs L. Jaulim-Ramdolin			
30	Mrs Z. Lalla Saib			
31	Mrs N. Ragudu-Appadoo			
32	Mrs H. Thorul			
33	Miss P. D. Ramgati			

SAFETY AND HEALTH

Health, Safety and Welfare of Staff and Work-life Balance Initiatives

With a view to look into issues relating to health, safety and welfare of employees at work and promoting a safe working environment, the Bureau has a Safety and Health Committee in accordance with Section 21 of the Occupational Safety and Health Act which stipulates that “every employer of 50 or more employees shall establish a Safety and Health Committee”.

The Committee meets every two months and examines grievances of staff and formulates projects for enhancing the work environment.



In the year 2022, a Safety and Health Policy has also been devised to minimize the incidence of all workplace risks to protect the safety, health and welfare of the workforce of the Bureau.

The Bureau has also a Dedicated Response Team - Covid 19 with a view to better respond to any issue that may arise in relation to the Covid-19 Pandemic.

VACCINATION

Status of Vaccination

In line with the requirement of the Government, all officers were requested to be vaccinated against Covid-19 Pandemic. By the end of the financial year, all the officers were administered with the first/second dose and 37 with the Booster dose.



STAFF WELFARE

Staff Welfare Association

The PRB Staff Welfare Association was set up in the year 2009 to cater for the welfare of the staff members. As the Bureau was taken up with the preparation of the 2021 PRB Report and also due to restrictions imposed by the COVID 19 pandemic and the non-organisation of the Civil Service Kermesse during the Financial Year 2021/2022, the Association could not participate in/organise any activities/outings. However, a lunch was organised for all staff on 21 April 2022 on the retirement of one of its members.



GENDER DISTRIBUTION OF PRB STAFF

In the context of any salary review, the Bureau ensures that the best practices are adopted as regards gender equality. Grades created are gender neutral both in terms of appellation and salary.

Further, the Bureau seeks to attract, develop and retain the right people with necessary capabilities without any gender discrimination. It is committed to a gender-inclusive and equitable workplace and encourages a culture that enables all employees to thrive, irrespective of gender.

The gender distribution of our staff is as follows:

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

PART II – ACHIEVEMENTS AND CHALLENGES

MAJOR ACHIEVEMENTS

Despite the challenges of the Covid-19 Pandemic, the Bureau has lived up to the expectations of its stakeholders and accomplished a series of activities with the publication of its ninth Report on Pay and Grading Structures and Conditions of Service in the Public Sector in October 2021 and was accepted *in toto* by the Government.



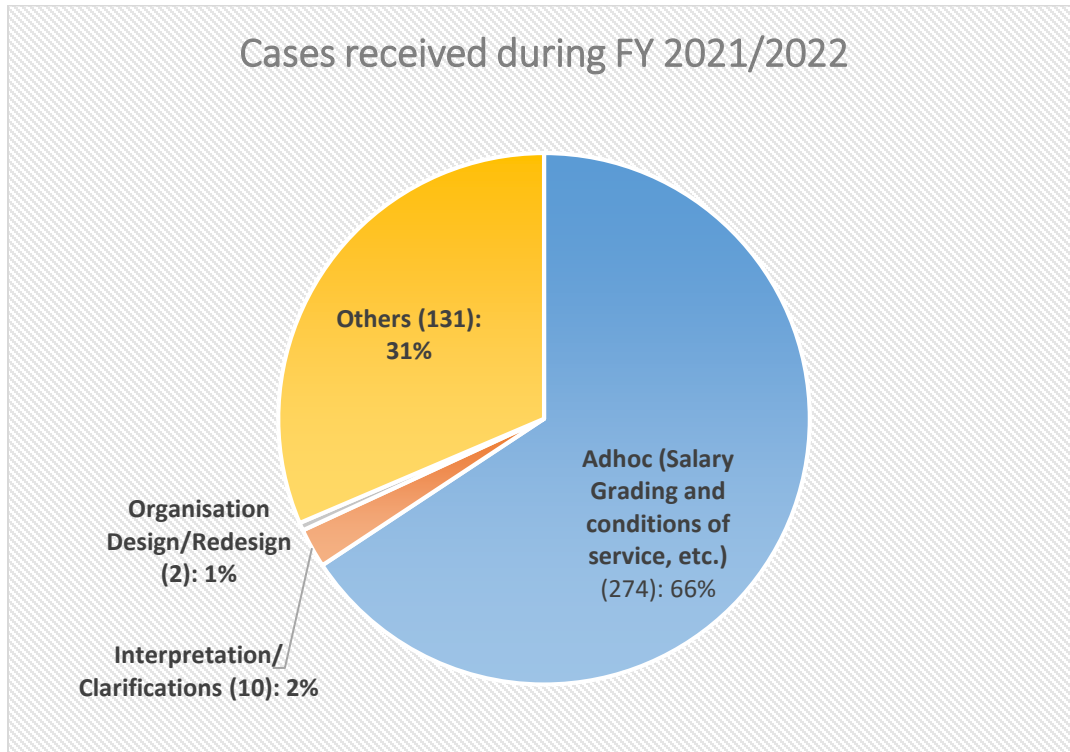
Following the publication of the 2021 PRB Report, the Bureau provided an online portal service to facilitate submission of representations and embarked on the examination of cases considered to be genuine omissions/errors. Cases found justified would be reported in the Addendum to the 2021 PRB Report.

ONGOING ACTIVITIES

Besides works pertaining to the publication of the 2021 PRB Report and the finalisation of the Addendum to the 2021 PRB Report, the Bureau also attended to its normal obligations. The number of cases received/processed during the period July 2021 up to June 2022 is laid down in the table below:

Type of case	Total (July 2021 - June 2022)
Adhoc (Salary Grading and conditions of service, etc.)	274
Interpretation/Clarifications	10
Organisation Design/redesign	2
Others	131
Total	417

The figure below illustrates the number of cases received for the FY 2021/2022.



ATTENDING COURTS/COMMISSION FOR CONCILIATION AND MEDIATION/ TRIBUNALS

Officers represented the Bureau in various Courts/Commission for Conciliation and Mediation/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

The Director's representatives attended Standing Committees under the Chairmanship of the Secretary for Public Service and/or Permanent Secretary of the MPSAIR to provide technical input and assistance to facilitate decision taking. The number of meetings attended during the Financial Year 2021/2022 is as follows:

Committee	No. of Meetings
Standing Committee on Duty Free Car Scheme	1
Standing Committee on Fees and Allowances	5
Foreign Service Committee	4
Standing Committee on Uniforms	2
Standing Committee on Higher Qualification Incentives and Incremental Credit for Experience Acquired Prior to Entry in Service	4
Standing Committee on Scheme of Services	7
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

At the level of the Bureau, to look into different issues, various internal Committees/Cell/Teams have been set up, namely:

Committees/Cell/Teams	Number of Meetings
Enhancement of Work Environment Programme	1
Safety and Health Committee	4
Transformation Implementation Committee	-
Heavy Rainfall Committee	2
Departmental Bid Committee	-
Bid Evaluation Committee	-
Management Review Committee for ISO	1
Anti-Corruption Committee	-
Training Committee	4
Fire Warden Team	-
Gender Cell	-
Dedicated Response Team – Covid-19	1

STATUS ON IMPLEMENTATION OF KEY ACTIONS

SN	Key Actions	Key Performance Indicators	Target 2020/21	Target 2021/22	Status
1	Studying/Drafting/Editing/Publication of the 2021 PRB Report	Within fourteen (14) months.	100%	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)	In progress

OTHER INTERNAL DEVELOPED KPI'S

Key Performance Indicators	Targets
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. 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.	Replies made within nine (9) working days from receipt of all relevant information.
Number of visits to organisations/site visits in connection with the publication of the PRB Report.	As per request.
Expected publication of the Addendum to the 2021 PRB Report.	Within nine (9) months from publication of the 2021 PRB Report

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.

PART III – FINANCIAL PERFORMANCE

FINANCIAL HIGHLIGHTS – 2021/2022

In accordance with the budget estimates, the Pay Research Bureau (PRB) has control over the Vote/Sub-Head 020107. The Bureau has been appropriated with a sum of Rs 36,500,000 for the Financial Year (FY) 2021/2022 to meet its recurrent expenditure, i.e. Rs 32,045,000 for Compensation of Employees and Rs 4,455,000 for Goods and Services.



A snapshot of the Statement of Expenditure of the Bureau for the FY 2021/2022 is as per the ensuing:

Details	2020/2021 Actual (Rs)	2021/2022 Estimates (Rs)	2021/2022 Actual (Rs)
Compensation of Employees	25,274,699.90	28,750,000.00	25,797,815.89
Personal Emoluments			
Other Staff Costs			
Travelling and Transport	2,122,767.77	2,300,000.00	2,076,157.02
Overtime	1,473,799.38	700,000.00	1,306,047.79
Staff Welfare	25,000.00	25,000.00	25,000.00
Social Contribution	228,514.00	270,000.00	247,047.00
Goods and Services			
Travelling within the Republic	306,320.00	-	-
Cost of Utilities	778,791.05	850,000.00	812,026.22
Rent	2,308,216.00	2,400,000.00	2,295,216.00
Office Equipment and Furniture	204,707.50	150,000.00	135,930.00
Office Expenses	186,172.87	350,000.00	342,282.40
Maintenance	94,709.50	100,000.00	67,327.00
Cleaning Services	95,910.00	100,000.00	110,400.00
Publications and Stationery	1,006,608.00	400,000.00	394,069.05
Fees for Training	68,060.15	75,000.00	74,000.00
Uniforms	23,640.00	30,000.00	28,445.00
Total	34,197,916.12	36,500,000.00	33,711,763.37

Expenditure

On the basis of data captured from the Treasury Accounting System (TAS), the expenditure incurred by the PRB for the FY 2020/2021 and FY 2021/22 is displayed in Table 1 below.

Table 1: Total Expenditure for Financial Years 2020/2021 and 2021/2022

Main Economic Categories	2020/2021 Actual RS'000	2021/2022 Estimates RS'000	2021/2022 Actual RS'000	Actual Expenditure for FY 2021-2022 as a % of Total Expenditure
Compensation of Employees	29,125	32,045	29,452	87%
Goods and Services	5,073	4,455	4,259	13%
TOTAL	34,198	36,500	33,711	

Table 1 conveys that 87% of total expenditure for FY 2021/2022 accounts for 'Compensation of Employees' comprising salaries and allowances paid to employees. The remaining 13% represents spending that is related to 'Goods and Services' consisting of recurrent expenses such as cost of utilities, rent, office equipment and furniture, office expenses and maintenance, amongst others.

The percentage of actual spending of the two main economic categories over the total actual expenditure for FY 2021/2022 is displayed in Figure 1 below.

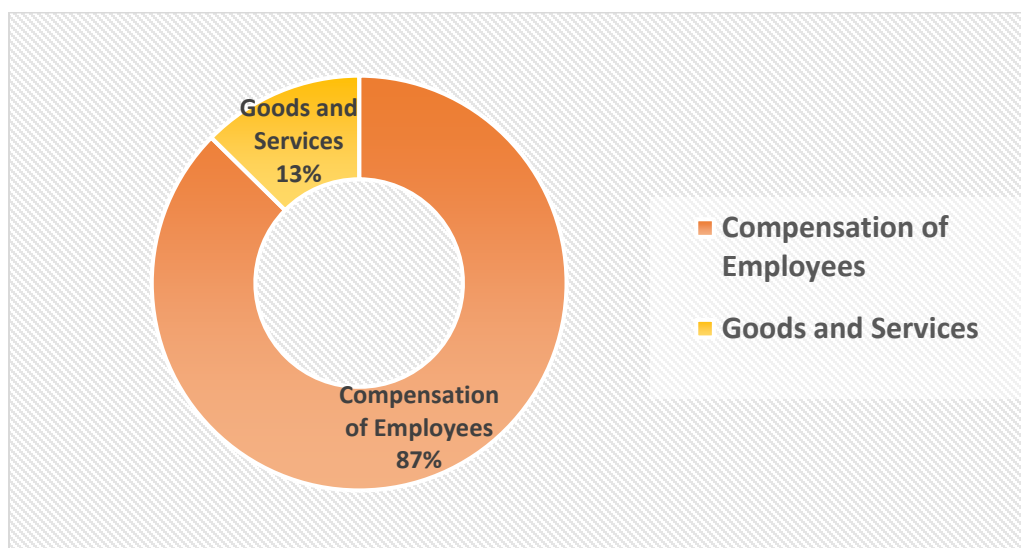


Figure 1: Percentage of the two main items of expenditure over total expenditure

A comparative analysis of the actual expenditure incurred under Vote 020107 by the PRB for the FY 2020/2021 and 2021/2022 is depicted in Figure 2.

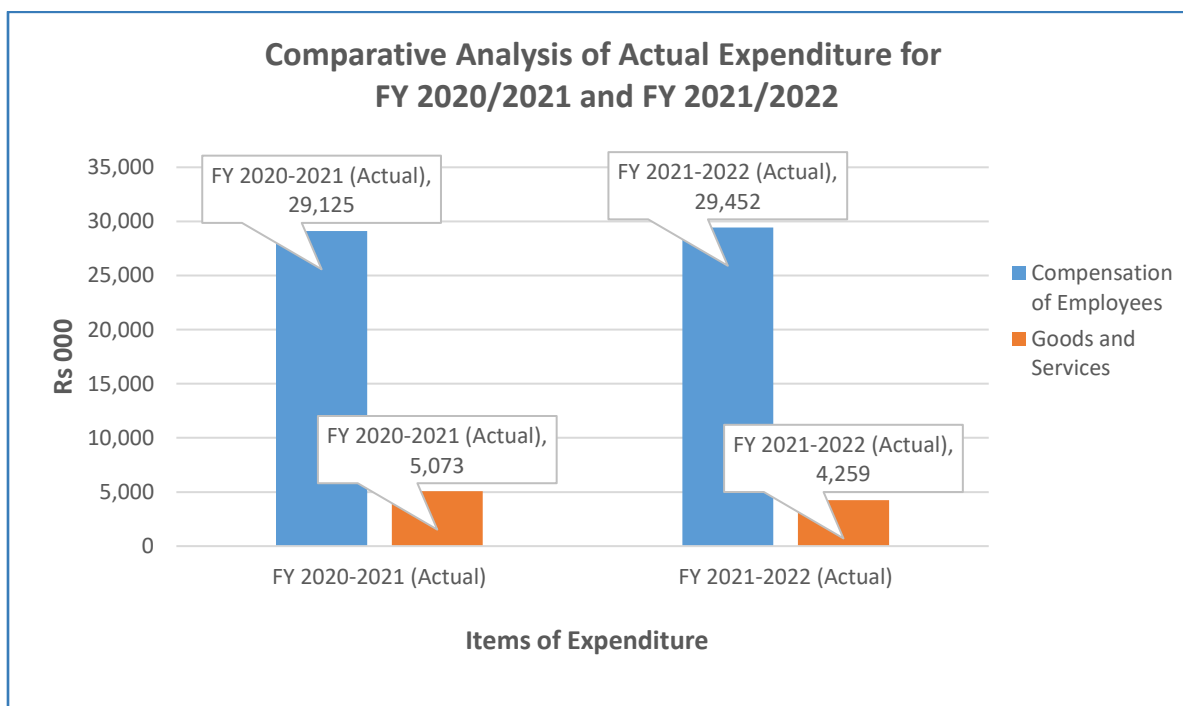


Figure 2: Actual Expenditure for FY 2020/2021 and FY 2021/2022

ANALYSIS OF MAJOR CHANGES IN EXPENDITURE

In the 2021/2022 Budget Estimates, a total sum of Rs 36.500 million was allocated to the Pay Research Bureau, however, Rs 33.711 million has been used up to cover its recurrent expenses. With an actual expenditure of Rs 33.711 million for FY 2021/2022, the Bureau's spending has plummeted by 1.4% as compared to the actual expenditure of Rs 34.198 million for FY 2020/2021. This dip in the Bureau's expenditure has been mainly due to the retirement of some of officers and decrease in the number of post of the grade of Deputy Director for the item 'Compensation of Employees' and the cutback on the day-to-day expenses under the item 'Goods and Services.'

PART IV – WAY FORWARD

TRENDS AND CHALLENGES

The trends and challenges faced by the Bureau are:

- Sanitary and economic crises in 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

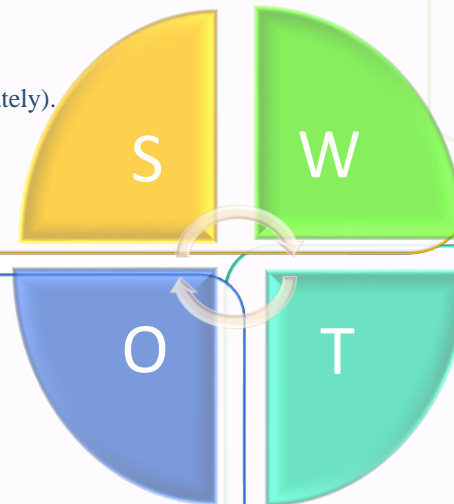
A SWOT analysis taking into consideration the conditions under which the Pay Research Bureau is operating is as follows.

• 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



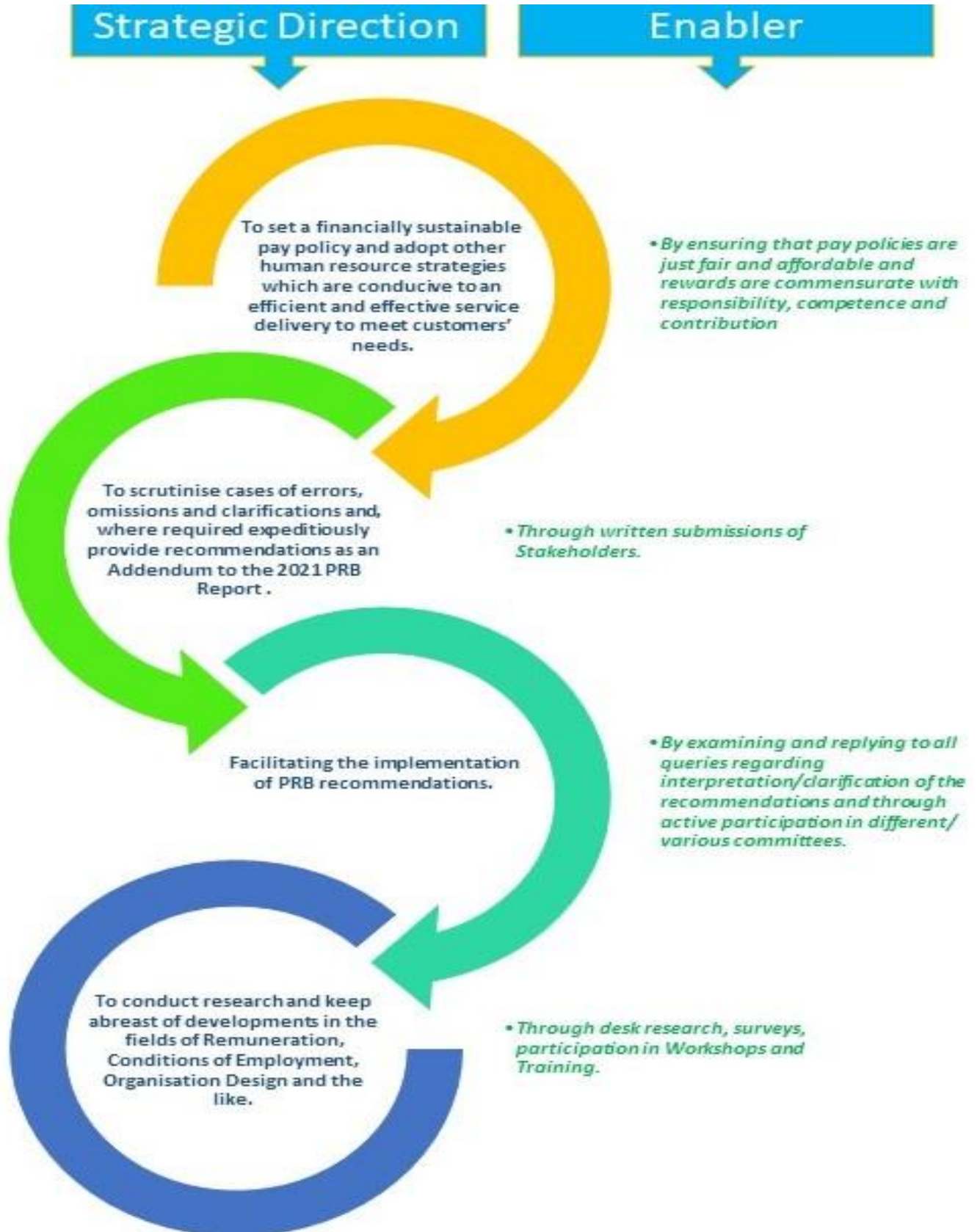
• Opportunities

- 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.
- Economic Recession
- Unsynchronised implementation/interpretation of the Report.

STRATEGIC DIRECTION





This Annual Report on Performance has been prepared by:

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