

General Background and Related Issues and Conditions of Service

INTRODUCTION

1.1 The Pay Research Bureau (PRB) submitted its fifth Report on the Overall Review of Pay and Grading Structures and Conditions of Service in the Public Sector (Civil Service, Parastatal and other Statutory Bodies, Local Authorities and Rodrigues Regional Assembly) and the Private Secondary Schools early in June 2003. Government gave its approval on the 6 June 2003 for the implementation, in *toto*, of the recommendations contained therein, subject to the approval of the National Assembly being obtained wherever it was necessary.

1.2 The effective date of the implementation of the recommendations contained in the Report in respect of both salaries and other conditions of service, except where otherwise specified, was 1 July 2003. The implementation of the recommendations concerning emoluments was phased over two financial years and payment staged as follows: increases in excess of Rs 750 at the discounted rate of 75% for period 1 July 2003 to 30 June 2004 and the increases payable in full thereafter.

1.3 At paragraph 1.38 of Volume I of the 2003 PRB Report, attention was drawn to the likelihood of genuine errors and omissions occurring in the main report in view of its extent and complexity. Parties concerned were invited to submit any error and omission identified to the Bureau within a period of three months from the date of the approval of the Report for implementation.

1.4 This Report has been prepared to redress the errors and address the omissions of the 2003 PRB Report and to clarify those recommendations considered ambiguous. The amendments in respect of the Pay and Conditions of Service in the Public Sector (Civil Service, Parastatal and other Statutory Bodies, Local Authorities and Rodrigues Regional Assembly) and the Private Secondary Schools have all been included in **one volume** and should be read as an integral part of the 2003 PRB Report. Corrections as regards the Mauritius Broadcasting Corporation have also been included in the same volume. Certain additions have equally been included to address a few problems, particularly those arising out of implementation.

Notification of Errors of Commission and Omission

1.5 On 17 June 2003, the Ministry of Civil Service Affairs and Administrative Reforms issued Circular Note No. 7 of 2003 concerning the implementation of the 2003 PRB Report. Employees concerned were invited to inform the Ministry of Civil Service Affairs and Administrative Reforms, in writing, through their respective Heads of Ministries/Departments/Organisations, with a copy to the Pay Research Bureau, of any genuine error or omission identified within a period of three months as from the date of the Circular Note.

1.6 With regard to the Mauritius Broadcasting Corporation (MBC), the Report was published in October 2003 and parties were invited to submit to the Bureau any errors and omissions identified within a period of one month as from the date of implementation of the Report.

Representations

1.7 The Bureau subsequently received some 800 representations and submissions from employees, staff associations as well as management within the date limit and some 300 representations thereafter. These can broadly be classified as follows:-

- ❖ Replication of representations already submitted in the context of the main report.
- ❖ Representations concerning changes in relativities which have been systematically established.
- ❖ Representations on size of salary increase in relation to others.
- ❖ Alleged downgrading following the deliberate upgrading of a grade or a whole cadre within the service and/or in the same organisation.
- ❖ Representations based on workload.
- ❖ Requests for creation of new grades and payment of new allowances.
- ❖ Representations based on erroneous interpretation of the report.
- ❖ Representations made merely for the sake of making a submission.
- ❖ Late submissions in the context of the main report.
- ❖ Genuine errors of omission and commission identified on the basis of fair comparison.

1.8 The Ministry of Civil Service Affairs and Administrative Reforms has on its part informed the Bureau of some specific implementation problems following the 2003 Report. In most cases, the Bureau's advice/clarification or interpretation has already been given and, where necessary, circulars have been issued by the Ministry of Civil Service Affairs and Administrative Reforms. A few outstanding cases are being dealt with in this Errors, Omissions and Clarifications Report.

Approach and Methodology

1.9 All the representations received have been studied and, where necessary, additional information was sought, site visits effected and postholders interviewed. In certain instances, Management and staff associations as well as individual employees were, wherever considered necessary, asked to depone.

1.10 Obviously, only those representations considered as valid within the framework of genuine errors of commission and omission for re-examination in the context of this Errors, Omissions and Clarifications Report have been retained. These refer particularly to cases occurring as a result of incomplete/wrong information or technical mistakes or through oversight.

1.11 Corrective recommendations have been made in respect of all genuine errors and omissions identified in the course of our examination. *To facilitate implementation, we have, in a number of cases, deleted the whole content of some recommendations and reproduced them anew.*

1.12 *Corrective recommendations have also been made to facilitate implementation/ interpretation of our Report although some of these cases have already been dealt with by way of Circulars.*

1.13 The qualification requirements and mode of recruitment for several grades have been set anew in the light of fresh information submitted by both Union and Management.

Disputes and Alleged Anomalies

1.14 Disputes and alleged anomalies were referred to the Bureau in the context of and in pursuance of the implementation of the 2003 PRB Report. Other representations were referred in the wake of the Permanent Arbitration Tribunal's (PAT) Award concerning industrial disputes relating to salaries and conditions of employment referred to it prior to the publication of the 2003 PRB Report. All these have been thoroughly examined and dealt with in a comprehensive and conclusive manner and therefore stand corrected.

1.15 *Except for errors and omissions identified and addressed in this Errors, Omissions and Clarifications Report, no piecemeal adjustment of salary should be effected until the next review.*

Effective Date

1.16 *The recommendations contained in this Errors, Omissions and Clarifications Report, should in principle be read as an integral part of the main 2003 PRB Report and should take effect as from 1 July 2003 except where otherwise specified.*

Acknowledgement

1.17 We wish to express our thanks to all parties who have been of assistance to the Bureau in the conduct of this exercise.

VOLUME I

General Background & Related Issues and Conditions of Service

Conversion

Page 10

Paragraph 1.33 (iii)

To delete whole content

To replace by

(iii) Where more than two salary points convert to the initial of a recommended salary scale, the conversion should be made in such a manner that only two salary points convert to one point in the converted salary i.e. the first and the second salary points shall convert to the first point, the third and fourth salary points shall convert to the second point, the fifth and sixth salary points shall convert to the third point and so on and so forth. The corresponding converted salary shall be applicable as from 1 July 2003.

Page 11

To add after paragraph 1.33 (vi)

(vi A) : Officers on completing 25 years' service in a single grade subsequent to 1 July 2003, and officers on completing 22 years' service in a single grade requiring a degree/professional qualification obtained after at least three years' full time study, subsequent to

1 July 2003, and who have been drawing the top salary of their scale prior to this Report, should also be granted an additional increment to be read from their scale subject to the top salary of the scale on the date they complete the 25 or 22 years' service as applicable.

Paragraph 1.33 (vii)

First Line

To delete "paragraph 1.33 (v) and (vi)"

To replace by

"Paragraph 1.33 (v), (vi) and (vi A)

To insert after paragraph 1.33 (vii)

(vii A) where two or more grades have been (a) merged or (b) restyled to a single appellation or (c) merged and restyled, the aggregate number of years of service in respect of the merged grades or the restyled grades or the merged and restyled grades should be considered for the implementation of paragraph 1.33 (v), (vi) and (vi A).

(vii B) The salary point immediately before the Qualification Bar (QB) shall be considered as the top salary in respect of an officer who does not possess the required qualifications to cross the Q.B. in the implementation of paragraphs 1.33 (v), (vi A) and (vii).

(vii C) where officers of parastatal bodies, by virtue of a decision of Government, are redeployed in the Civil Service and are required to perform similar duties, the aggregate number of years of service should be taken into consideration for implementing the recommendations at paragraph 1.33 (v), (vi) and (vi A).

Performance Review Scheme

Page 48

Recommendation 4

Paragraph 7.18

Fourth Line

To delete the words "by March 2004"

To replace by "within the Financial year 2004-2005"

Supplementary Findings and Recommendations

Enforcement of Bonds

Page 85

Recommendation 7

Paragraph 10.61 (i)

Third line

To add after the word "bonds"

"within a period of 15 days from the date of abandonment of training or vacation of office."

Qualification Requirements at Entry Level

Page 101

To insert after paragraph 13.8

13.8 A We have at paragraph 13.8 of the Report recommended that in respect of grades requiring five credits at the Cambridge School Certificate and the Cambridge Higher School Certificate, the obtention of the five credits may be at two sittings.

13.8 B The Ministry of Civil Service Affairs and Administrative Reforms has submitted that there might be a case in certain instances to extend recommendation 3 above to other grades requiring only the Cambridge School Certificate.

Recommendation 3 A

13.8 C We recommend that the Ministry of Civil Service Affairs and Administrative Reforms may, particularly in areas where there is difficulty of recruitment and high turnover rate, extend, on a

case to case basis in consultation with relevant parties, the recommendation of having the number of credits required at not more than two sittings to:

(a) posts where a Cambridge School Certificate with five credits is required;

(b) posts requiring less than five credits at the Cambridge School Certificate; and

(c) posts where appointment is made from among serving officers

provided that the candidate has obtained at least the Cambridge School Certificate or the equivalent General Certificate of Education "O" level at one of the two sittings.

Rationalisation of Qualification at Degree Level

Page 102

Recommendation 4

To add at the end of paragraph 13.10

We, however, recommend that candidates who as at 30 June 2003 possessed a post SC degree should also be considered provided they additionally hold a Masters Degree or a Post Graduate Diploma in the relevant field.

Qualification Requirements for Grade-to-Grade Promotion

To insert after paragraph 13.12

13.12 A Representations have been received that in the Education Sector serving officers possessing a post SC or a post 'O' level degree together with a Masters Degree or a Post Graduate Certificate/Diploma are considered for promotion to a higher position which requires a post 'A' level or post HSC Degree but such is not the case elsewhere. We are making appropriate recommendations to deal with the issue.

Recommendation 5 A

13.12 B We recommend that where appointment is made by selection from among serving officers possessing a post 'A' level or post HSC Degree, consideration should also be given to serving officers possessing a post SC or post 'O' level Degree provided they additionally hold a Master's Degree or a Post Graduate Certificate or Diploma in the relevant fields.

Page 108

To insert after paragraph 14.2.3

Employee's Role in Driving Citizen Satisfaction

14.2.3 A Though citizen satisfaction has been high on the agenda of citizen-centered public services for quite a few years, meeting citizen expectations has been a big challenge given the demands and diversity of the public sector client base. However, employees' role in driving the agenda of citizen satisfaction is crucial. Certain criteria like knowledge, competency, behaviour and courtesy of the employees coupled with their response time and the way they perform to meet multiple expectations of the diverse audience impact significantly on overall satisfaction of the clients both internal and external. These employees are very often unaware of their vital role in satisfying customers and the criteria on which the public assesses the service delivery.

14.2.3 B Drivers of satisfaction are variables in a service delivery that have a very big impact on satisfaction. Knowing what drives citizen's satisfaction with government services is critical as (a) satisfaction with public services contributes powerfully to citizens' trust and confidence in government and (b) low level of satisfaction indicates ample room to improve.

14.2.3 C Studies carried out in 1998 and 2000 in the Canadian Public Service - a success story in citizen satisfaction - reveal the main drivers of the public service delivery process and the attributes of the service providers that measure the level of satisfaction among citizens. These drivers of customer satisfaction and employee attributes are given overleaf:

The Five Drivers of Citizen/Customer Satisfaction
<p>Timeliness</p> <p><i>Staff provides timely services</i></p> <p><i>The Citizen/Customer is satisfied with the amount of time it takes to get the service</i></p>
<p>Knowledge, Competence</p> <p><i>Staff is knowledgeable and competent</i></p>
<p>Courtesy and Attention</p> <p><i>Staff is courteous/go the extra mile to make sure the Citizen/Customer gets what he needs</i></p>
<p>Fairness</p> <p><i>Staff treats Customer fairly</i></p>
<p>Outcome</p> <p><i>Staff ensures Citizen/Customer gets what he/she needs</i></p>

"The five drivers remain the primary determinants of excellence. Timely service, knowledgeable staff who go the extra mile to help clients, fair treatment, and a successful outcome combine to create excellent service???.?"".Citizens First 3 by Erin Research Inc. for The Institute for Citizen Centred Service & The Institute of Public Administration of Canada.

14.2.3 D The Bureau considers that the drivers of satisfaction are universal, and therefore relevant for Mauritius. Basing human resource and other strategies on the drivers of satisfaction together with proper monitoring can help public sector organisations perform on the frontiers of excellence and delight their customers.

14.2.3 E It is, therefore, imperative for all public sector employees, whatever their responsibility in a total process of service delivery and irrespective of whether their clients are the citizens outside the service or persons within the organisation, (a) to take cognizance of the aspects of the delivery process that are primarily responsible for creating satisfied or dissatisfied clients; (b) to be aware of the links between citizen satisfaction and employee behaviour, competence and performance; and (c) to understand that government services and service quality are measured by citizens on the basis of these drivers/criteria.

Recommendation

14.2.3 F We therefore recommend that:

(a) the Ministry of Civil Service Affairs and Administrative Reforms spearheads the Customer Satisfaction and Employee Behaviour programmes and considers the drivers of Citizen Satisfaction, particularly the need for staff to be knowledgeable, competent and courteous in directing human resource strategies;

(b) all public sector employees (i) internalize the values associated with each of the drivers of Satisfaction and adopt the desirable behaviours required; (ii) do the utmost to be knowledgeable and competent at the level they are employed (iii) be courteous and prepared to go the extra mile in their interaction with their customers - be they colleagues, external clients, supervisors or subordinates; (iv) carry out a self audit regularly on their achievement under each of the drivers of satisfaction and (v) make every effort possible to excel on each of the drivers to delight all stakeholders concerned; and

(c) public sector organisations consider the advisability of carrying out surveys to assess client satisfaction under each of the main drivers and use the information obtained to direct service improvement strategies.

Monitoring of Recommendations

Page 113

To add after paragraph 14.4.3

14.4.3 A We additionally recommend that the High Powered Committee may make or approve such modifications/additional recommendations as it may deem necessary to facilitate the implementation process. However, the approval of the appropriate authorities should be sought for changes of a fundamental nature.

Pay Policy for Public Enterprises

Page 117

Paragraph 14.11.3

To add at the end of the paragraph

However, these provisions should not preclude the grant of a relatively better remuneration package in respect of (a) grades in organisations run on commercial lines; (b) grades which would be extremely difficult to fill within the foregoing parameters; (c) skills in very short supply; and (d) grades for which the market is an international one.

End-of-Year Bonus

Page 121

Recommendation 1

Paragraph 15.1.3

To add at the end of the paragraph

"including students, trainees or apprentices who draw an allowance instead of salary/wage whether on a monthly or daily basis.

Page 122

To add after Recommendation 2

Recommendation 2 A

15.1.4 A We recommend that, with effect from 1 July 2003, payment of an end-of-year bonus in case of death of a public officer should be effected on a pro-rata basis.

Travelling and Car Benefits

Page 132

Recommendation 6

To add at the end of sub paragraph 15.2.27 (ii):

An officer who has taken advantage of an organization car should be eligible to the appropriate petrol allowance but would forego the car benefits of his substantive post during the period of actingship/assignment of duties.

Page 135

Recommendation 9

Subparagraph 15.2.36 (iii)

To delete whole content and replace by

(iii) Officers in this category may on retirement opt to purchase the self driven car on such terms and conditions as may be determined by the High Powered Committee or purchase a new car on which duty would be remitted within the prescribed ceiling.

To insert after subparagraph 15.2.36 (iv)

(iv A) The High Powered Committee considers the advisability of granting a driver's allowance to Town Clerks of Municipal Councils and Secretaries of District Councils in view, among others, of their frequent attendances at Council meetings which often end very late in the evening.

To insert after Paragraph 15.2.36

Recommendation 9 A

15.2.36 A We recommend that officers drawing a monthly salary of Rs 42500 or more but not qualifying for a chauffeur/self driven car should benefit from 100% duty remission for the purchase

of a car of up to 1850 c.c. and be refunded travelling expenses as laid down at paragraph 15.2.48 (iv) & (v) together with an additional fixed cost allowance of Rs 2000 a month. The provisions of this recommendation should take effect as from 1 July 2004.

15.2.36 B We further recommend that beneficiaries in the above category who already own a duty remitted car

(a) would be allowed to take advantage of the change in engine capacity from 1600 c.c. to 1850 c.c. only on renewal of their cars five years after the date they purchased their present duty remitted car; and

(b) would not be eligible for reimbursement of excise duty on cars purchased prior to 1 July 2004.

Recommendation 10

Paragraph 15.2.37

Second Line

To delete the words "up to Rs 45000 as well as"

Page 138

Paragraph 15.2.45

To delete whole content and replace by

15.2.45 (i) Officers eligible for either partial or full duty remission, as per recommendations in this Report, may be allowed to purchase cars of engine capacity of up to 2250 c.c. provided the duty representing the difference between the officers' entitlement and the duty payable on the car of the higher engine capacity is borne by the beneficiary.

(ii) Wherever the term "petrol engine" or "diesel engine" is used, this should be read as "engine" only.

(iii) Wherever the term "customs duty" is used this should be read as "excise duty".

To insert after paragraph 15.2.45

Recommendation 13 A

15.2.45 A We recommend that:

(i) the quantum of duty exemption an eligible officer would benefit from, on purchasing a car of engine capacity higher than his normal entitlement, should not exceed the quantum he would have benefited had he purchased a car corresponding to his entitlement in terms of engine capacity. This provision should take effect as from 1 July 2004.

(ii) Officers who have already benefited from 60% duty remission on a car of up to 1400 c.c. prior to 1 July 2003 would be eligible for 70% duty remission on a car with similar engine capacity only at the time of renewal. However such officers would not be eligible for a refund of excise duty on the difference between the 60% and 70% duty remission.

Page 139

Recommendation 14

Paragraph 15.2.48

Fifth Line

To add after the grade "Planners,"

Town and Country Planning Officers, Senior Town and Country Planning Officers,

Paragraph 15.2.48 (iii)

To delete whole content of paragraph 15.2.48 (iii) and replace by

(iii) allowed to purchase a car of engine capacity exceeding 1500 c.c. but not more than 2250 c.c. provided the difference in excise duty is paid by the officer.

Page 140

Paragraph 15.2.48 (iv)

Fifth Line

To add after the word "month"

,whichever is higher. The latter option would be applicable only in case the officer performs official travelling during the month

Paragraph 15.2.48 (v)

Second Line

To add after the word "leave" : "with pay"

Page 140

Recommendation 15

Paragraph 15.2.51

Fifth Line

To add after the grade "Planners,"

Town and Country Planning Officers, Senior Town and Country Planning Officers,

Page 142

Recommendation 17

Paragraph 15.2.57

Second Line

To delete the word "up" and insert "once every seven years, subject"

Paragraph 15.2.58 (a)

To delete whole content and replace by

(a) an officer in a grade listed at Annex II, may be allowed to purchase a car with engine capacity exceeding 1400 c.c., but not more than 2250 c.c. provided the officer pays the difference in excise duty.

Page 143

Recommendation 18

Paragraph 15.2.62

Last line

To add after the word "service": "and reimburses outstanding loan, if any."

To insert after paragraph 15.2.62

15.2.62 A We recommend that an officer who would have been eligible for duty remission on a car in the financial year 2003/2004 or 2004/2005 by virtue of salary drawn while proceeding on retirement after 25 years of service, but would not qualify for same with this Report, should be allowed to benefit from 70% duty remission on a 1400cc engine car on a personal basis, provided he has never benefited from duty exemption on a car. The beneficiary may be allowed to purchase a car of higher engine capacity not exceeding 2250 c.c. provided the duty representing the difference between the officer's entitlement and the duty payable on the car of the higher engine capacity is borne by the beneficiary.

Page 147

Recommendation 23

To delete whole content of paragraph 15.2.76 (iii) and replace by

(iii) an officer eligible for a 1600 c.c. car may be allowed to purchase a car with engine capacity exceeding 1600 c.c. but not more than 2250 c.c., provided the officer pays the difference in excise duty; and

Paragraph 15.2.76 (iv)

First and Third Lines

To delete figure "1850" and replace by "2250"

To insert after paragraph 15.2.77

Recommendation 24 A

15.2.77 A We recommend that officers whose grades are listed at Annex II of the PRB Report and who are subsequently promoted to grades carrying salary in the bracket of Rs 22400-Rs 30000 would be allowed to renew their 70% duty remitted car only after seven years have elapsed as from the date the officers purchased the last duty remitted cars.

Page 148

Recommendation 26

Paragraph 15.2.80

Second Line

To add after the word "Report"

as well as officers qualifying for partial duty remission under paragraphs 15.2.62, 15.2.62 A, 15.2.63 and 15.2.77 A.

Page 149

Recommendation 27

Paragraph 15.2.81 (iii)

Fourth Line

To add after the word "for"

loan facilities on terms and conditions as set out at paragraph 15.2.89 (i) and

To insert after paragraph 15.2.81 (iii)

(iii) (A) in organisations, where the incremental date is 1 January, officers who are already eligible or would have been eligible for a travel grant on 1 January 2004 or 1 January 2005, but with this Report would not qualify for same as from these dates, should be entitled, on a personal basis, for loan facilities on terms and conditions as set out at paragraph 15.2.89 (i) and a travel grant/monthly commuted allowance as at paragraphs (i) and (ii) above as from 1 January 2004 or 1 January 2005, whichever is applicable.

Paragraph 15.2.81 (iv)

Second Line

To delete the words "under sub paragraph (iii) above,"

To add at the end of the paragraph

This recommendation should also apply to officers drawing a monthly salary of Rs 19400 or more and who are not in receipt of a travel grant or travelling allowance.

Subtitle after paragraph 15.2.81

To delete the words "Field Duties" and replace by "Official Travelling"

Recommendation 28

Paragraph 15.2.82 (ii)

Last Line

To add after the word "per km".

,whichever is higher. The latter option would be applicable only in case the officer performs official travelling during the month.

Page 152

Recommendation 32

Paragraph 15.2.93

Second Line

To delete figure "10300" and replace by "10000"

Page 153

To insert after paragraph 15.2.95

Recommendation 33 A

15.2.95 A We recommend that officers who have taken advantage of loan facilities to purchase cars prior to 1 July 2003 may be allowed up to 30 June 2005 to renew their cars after seven years have elapsed as from the date of purchase or when the car would be 10 years old as from the date of its first registration, whichever is earlier, provided the outstanding balance on the previous loan is cleared.

15.2.95 B It has been submitted that certain officers take advantage of loan facilities for the purchase of car/motorcycle but do not produce documentary evidence relating to the purchase as required by the Accountant-General. In these circumstances the Treasury initiates action for recovery of loan and whenever necessary refers cases to the State Law Office. The officers concerned after some time come forward again with requests for loans. To prevent abuse, we are making an appropriate recommendation.

Recommendation 33 B

15.2.95 C We recommend that an eligible officer who has taken advantage of loan facilities for the purchase of a car/motorcycle either for the first time or for renewal and does not produce documentary evidence of the purchase, would be required to refund the amount of loan together with the interest accrued thereon by a date set by the Accountant-General and would forego the privilege of the grant of another loan until the time he would qualify anew after the prescribed period.

This recommendation shall take effect as from 1 July 2004.

Page 157

Recommendation 39

Paragraph 15.2.112

Third Line

To delete figure "120" and replace by "135"

Page 160

Recommendation 45

To insert after paragraph 15.2.129 (i)

(i) A Advisers/officers employed on contract and offered salary in the range of Rs 40000 and up to Rs 45000 a month would be eligible for 100% duty remission on a car of up to 1600 c.c. engine capacity and may be allowed to purchase a car with a higher engine capacity not exceeding 2250 c.c., provided the duty representing the difference between the officers' entitlement and the duty payable on the car of the higher engine capacity is borne by the beneficiaries

OR

be paid a car allowance of Rs 3,700 a month in lieu thereof

and

be refunded travelling expenses as at paragraph 15.2.48 (iv).

To add at the end of sub paragraph (ii)

This recommendation should also be applicable to Advisers employed in the capacity of professionals as mentioned at paragraph 15.2.48.

Page 162

Recommendation 47

Paragraph 15.2.132

To add at the end of the paragraph

The option of duty remission or car allowance in lieu thereof should be exercised at the beginning of the contract and would be irrevocable for a period of five or seven years whichever is applicable.

Recommendation 48

Paragraph 15.2.134

First Line

To insert after the word "employment"

, not entitled to 100% duty remission on a car, but

To add at the end of the paragraph 15.2.134:

However Adviser/officers employed in the capacity of professionals as mentioned at paragraph 15.2.48 would be eligible for travelling allowances as recommended at paragraph 15.2.48 (iv).

Page 163

Recommendation 49

To insert after paragraph 15.2.137

15.2.137 A We also recommend that:

(a) a retired public officer who has benefited from duty remission on a car and subsequently qualifies for same, by virtue of employment on contract, should not be allowed to purchase another duty free car within a period of five or seven years, whichever is applicable, as from the date the officer last purchased the duty remitted car; and

(b) a contract officer who has benefited from duty remission on a car should, in line with our recommendations at paragraph 15.2.77 (ii), pay proportionate duty if same is sold within four years as from the date of its purchase.

Page 164

Recommendation 51

Paragraph 15.2.140

To delete whole content of paragraph of 15.2.140 (i) (a) and replace by

Advisers/Officers of Mauritian nationality as well as expatriates employed on contract may be granted loan facilities in accordance with what obtains for Officers at corresponding grades/salary levels in the Civil Service subject to production of a bank guarantee covering the full amount of the loan.

Expatriates employed on contract and/or as Advisers who do not subscribe to a bank guarantee may be granted loan facilities up to a maximum of 12 months salary at interest rate of 7.5% per annum refundable in 48 monthly instalments.

Recommendation 51

Paragraph 15.2.140 (i) (b)

Line 8

To add after the word "Treasury"

as well as those who have taken advantage of loan facilities and subscribed for a bank guarantee covering the full amount of the loan

Paragraph 15.2.140 (ii)

Line 3

To delete the word "and" and replace by "and/or"

Passage Benefit Scheme

Page 168

Recommendation 1

Paragraph 15.3.9 (i)

Line 11

To add after word "period"

as well as during leave without pay

Hours of Attendance

Page 198

Paragraph 15.5.5

First line

To add after "full time employees"

,other than those working on shift, roster and staggered hours and for those working in essential services providing a 24 hours coverage,

Overtime Rates and Computation of Overtime

Page 211

Paragraph 15.5.61 (a)

To delete whole content and replace by

(a) for Officers putting in 40 hours weekly, Workmen's Group including Watchmen and for Shift Workers

Annual salary for the financial year

52 x 40

To delete paragraph 15.5.61(b) and whole content

Paragraph 15.5.61(c) : To be renumbered 15.5.61(b)

To add after Paragraph 15.5.61 (b)

15.5.61 A Any acting or responsibility allowance drawn by an officer, as mentioned at paragraph 15.5.57, should be added to the salary for the corresponding period in the computation of overtime.

Salary on Promotion

Page 217

To add after paragraph 15.7.10

Recommendation 2 A

15.7.10 A We also recommend that the salaries of those officers falling under paragraph 15.7.9 (ii) who were in post as at 30 June 2003 and were promoted on the basis of selection from among serving officers prior to that date but who were granted only one increment on promotion, should exceptionally be adjusted hypothetically as if the officers had received three increments prior to conversion in the recommended salary scale. However, the adjusted salary should not exceed the last point in the salary scale of the grade.

Incremental Credit for Temporary Service

Page 220

Recommendation 3

To add after paragraph 15.8.10 (d)

15.8.10 (e) where the temporary service, in the case of a confirmed officer, is less than one year, one incremental credit is payable as from the date the officer completes one year service in the grade/post or on 1 July whichever is the earlier.

Traineeship, Studentship or Cadetship

Pages 248 and 249

Paragraphs 15.14.16, 15.14.17 and 15.14.18

The words "traineeship, studentship or cadetship" should read "traineeship, studentship, cadetship or apprenticeship"

Risk, Insurance and Compensation

Page 263

Recommendation to read Recommendation 1

Paragraph 15.16.10

After the third subparagraph to replace (iii) by (iv)

Page 264

Subparagraph 15.16.10 (iv) to read (v)

To insert after 15.16.10 (v)

15.16.10 A It has been submitted that the National Pensions Act is in the process of being reviewed to incorporate, among others, the provisions in respect of compensation for public officers sustaining permanent incapacities and/or fatal injuries arising out of and in the course of duty.

15.16.10 B As the ceilings mentioned at paragraph 15.16.10 (iv) and (v) have been based on a maximum salary of Rs 15000 and the salary ceiling, if any, in the new National Pensions Act is not yet known, there may be a need to review these ceilings following the new enactment.

Recommendation 1 A

15.16.10 C We recommend that the High Powered Committee may, in the wake of amendments to the National Pensions Act, review the ceilings at paragraph 15.16.10 (iv) and (v) and make such other related recommendations as appropriate.

15.16.10 D We also recommend that pending amendments to the relevant legislation, the recommendations made at paragraph 15.16.10 (iv) and (v) in relation to those employees whose earnings are above Rs 72000 annually and who are not governed by the Workmen's Compensation Act be implemented administratively.

Supplementary Recommendations

To insert after Chapter 18

19. Hours of Attendance

19.1 Pursuant to the recommendations made at paragraphs 15.5.7(d) of Volume I of the 2003 PRB Report concerning excessive/regular tardiness in the service and to provisions of Regulation 42(1) (c) of the Public Service Regulations, the following measures were made effective as from January 2004 by way of Circular Letter

No. 47 dated 22 December 2003 as amended by Circular Letter No 2 dated 12 January 2004 emanating from the Ministry of Civil Service Affairs and Administrative Reforms:

"A. For Officers operating on a five-day week basis, i.e. from Monday to Friday between 8.45 a.m. and 4.00 p.m. with half an hour for lunch:

(i) lateness would be allowed up to 9.15 a.m., in which case departure time would be up to 4.30 p.m. with half an hour for lunch. Should an officer arriving late in the morning choose to leave office at 4.00 p.m., the duration of lateness should be computed monthly and deducted from his casual/vacation leave entitlement;

(ii) officers would be allowed to compensate for late arrivals within the same calendar month, lateness to resume work after prescribed lunch time included; and

(iii) lateness after 9.15 a.m. and absences during working time without authorisation would be deducted from leave entitlement in the first instance. However, in case there is no improvement in the officer's record of late attendance after 9.15 a.m. and the excess time taken for lunch, the Responsible Officer might then initiate action under Regulation 42(1)(c) of the Public Service Commission Regulations for the duration of lateness to be deducted from his salary.

B. Officers operating on a six-day week basis, i.e. Monday to Friday from 9.00 a.m. to 3.30 p.m. with half an hour for lunch and on Saturday from 9.00 a.m. to noon:

(i) Monday to Friday : Lateness would be allowed up to 9.30 a.m. with departure time at 4.00 p.m.

(ii) Saturday : Lateness would be allowed up to 9.30 a.m. with departure time at 12.30 p.m.

Should an officer choose to leave office at 3.30 p.m./noon, the duration of lateness would be computed monthly and deducted from his leave entitlement; and

(iii) lateness after 9.30 a.m. and absences during working time without authorisation would be deducted from leave entitlement in the first instance. However, in case there is no improvement in the officer's record of attendance, the Responsible Officer might then initiate action under Regulation 42(1)(c) of the Public Service Commission Regulations for the duration of lateness to be deducted from his salary.

C. Workmen's Group

Officers falling in this category should work within the prescribed hours. Period of lateness should be computed monthly and deducted from leave entitlement.

D. Workers on Shift, Roster and Staggered Hours

Officers working on shift, roster and staggered hours should continue to work within the prescribed time and should be governed by same principle adopted for all public officers. Period of lateness should be deducted from salary in accordance with the Public Service Commission Regulations only in case of persistent late attendance."

19.2 It is observed that:

(a) the system effective as from January 2004 is a sort of flexi system whereby officers have to put in their normal number of hours of attendance -

(i) for those working on a five-day week basis

between 8.45 a.m. to 4.30 p.m. with core hours of attendance between 9.15 a.m. to 4.00 p.m.

(ii) for those working on a six-day week basis

between 9.00 a.m to 4.00 p.m with core hours of attendance between 9.30 a.m. to 3.30 p.m. on weekdays.

(b) reference is made to attendance after 8.45 a.m. up to 9.15 a.m. for those working on five-day week basis as lateness, although attendance at such hours is deemed acceptable. Similarly attendances after 9 a.m. up to 9.30 a.m. for those working on six-day week basis are considered as lateness;

(c) employees have viewed the system of deduction of lateness from leave as a punitive measure, instead of as a condition of service providing more flexibility in hours of attendance;

(d) while time of attendance, between 4.00 p.m. to 4.30 p.m. to compensate for late arrivals as well as lateness to resume work after prescribed lunch time within the calendar month, is taken into account to compute the number of working hours put in during a month, the attendance before 8.45 a.m. is not considered in certain organisations; and

(e) the system has induced desired behaviour in terms of attendance and punctuality but has allegedly been stressful for some officers and has resulted in transport problems during peak hours.

19.3 The Bureau understands that a Monitoring Committee has been set up to look into all implementation problems and genuine hardship cases. Moreover, a Working Group has been constituted under the chairmanship of the Senior Chief Executive, Ministry of Civil Service Affairs and Administrative Reforms to identify all the impediments to the introduction of a flexitime scheme in the Civil Service that might exist in rules and regulations, conditions of service, established policies and legislations and to suggest measures/proposals thereon.

19.4 Pending the recommendation of the Working Group, we are making certain provisions to take into account the hours of attendance prior to 8.45 a.m., to regularise attendance between 8.45 a.m. to 9.15 a.m. for officers operating on five-day week basis and 9.00 a.m. to 9.30 a.m. for those operating on six-day week basis and to render the system in operation more flexible. It is expected that the measures recommended would partially address the transport problem, deal with the stress issue while simultaneously reinforcing desired employee behaviour.

Recommendation

19.5 We recommend that with effect from 1 July 2004:

A. For Officers operating on a five-day week basis:

(i) attendance between 8.45 a.m. up to 9.15 a.m. should not be considered as lateness but should be deemed to be part and parcel of the conditions of service;

(ii) attendance between 8.30 a.m. up to 8.45 a.m. should be taken into account for the purpose of determining the prescribed normal working hours;

(iii) where resources permit and proper working arrangements can be made, Organisations may, subject to the approval of the Ministry of Civil Service Affairs and Administrative Reforms, consider attendance between 8.15 a.m. to 8.30 a.m. for the purpose of determining the prescribed normal working hours;

(iv) subject to the approval of Management, hours of work beyond 4.30 p.m. shall also be considered for the purpose of determining the prescribed normal working hours;

(v) departure time shall, subject to the exigencies of the service be, in principle, between 3.45 p.m. to 4.30 p.m.;

(vi) lateness after 9.15 a.m./absences during working time without authorisation/excess time taken for lunch as well as persistent late arrivals after 9.15 a.m. should continue to be dealt with by the provision 2 A (iii) outlined in Ministry of Civil Service Affairs and Administrative Reforms Circular Letter No. 47 dated 22 December 2003 as amended by Circular Letter No 2 dated 12 January 2004;

B. For Officers operating on a six-day week basis:

(i) attendance between 9.00 a.m. up to 9.30 a.m. should not be considered as lateness but should be deemed to be part and parcel of the conditions of service;

(ii) attendance between 8.45 a.m. up to 9.00 a.m. should be taken into account for the purpose of determining the prescribed normal working hours;

(iii) where resources permit and proper working arrangements can be made, Organisations may, subject to the approval of the Ministry of Civil Service Affairs and Administrative Reforms, consider attendance between 8.30 a.m. to 8.45 a.m. for the purpose of determining the prescribed normal working hours;

(iv) subject to the approval of Management, hours of work beyond 4.00 p.m. shall also be considered for the purpose of determining the prescribed normal working hours;

(v) departure time shall, subject to the exigencies of the service be, in principle, between 3.30 p.m. to 4.00 p.m.; and

(vi) lateness after 9.30 a.m./absences during working time without authorisation/excess time taken for lunch as well as persistent late arrivals after 9.30 a.m. should continue to be dealt with in accordance with the provision 2 B (iii) outlined in Ministry of Civil Service Affairs and Administrative Reforms Circular Letter No. 47 dated 22 December 2003 as amended by Circular Letter No 2 dated 12 January 2004.

C. Organisations should ensure that officers are in attendance during core hours of work i.e. between 9.15 a.m. and 3.45 p.m. for officers operating on a five-day week basis and between 9.30 a.m. and 3.30 p.m. for officers on a six-day week basis.

D. Organisations should ensure that there is adequate office coverage during official hours and that customer service is not adversely affected by the new pattern of work attendance. Management may require employees to work beyond the official hours should the exigencies of the service so require.

E. Organisations should introduce a computerised attendance system to monitor more correctly time of arrival and departure from office as early as possible.

F. Organisations should keep an account of late/early hours of attendance in respect of each officer on a monthly basis. Hours of attendance over and above the prescribed normal hours of work, i.e. 33 ¾ hours weekly, shall be credited in the bank on a monthly basis whereas hours of attendance less than the prescribed normal hours of work shall be deducted from any outstanding balance from bank of attendance or leave entitlement on a monthly basis. Monthly hours of attendance in excess of the normal working hours would be carried forward to the next month but would lapse on the 31 December.

G. Where an officer chooses to attend work more than his normal contractual weekly hours of work under the above provisions, he shall not be eligible to overtime but shall be governed by the provisions as at H below.

H. Where an officer has exhausted all his leave entitlement, lateness would be dealt with in accordance with Ministry of Civil Service Affairs and Administrative Reforms Circular Letter No. 47 dated 22 December 2003 as amended by Circular Letter No 2 dated 12 January 2004.

I. An officer may, on request and subject to the exigencies of the service, be granted time off against any excess of working hours put in.

J. The normal contractual weekly hours of work should remain unchanged. An officer preferring to continue his present pattern of attendance, i.e., 8.45 a.m. to 4.00 p.m. with half an hour for lunch for officers operating on a five-day week basis and 9.00 a.m. to 3.30 p.m. with half an hour for lunch for officers operating on a six-day week basis should be allowed to do so.

K. The other provisions spelt out in the Ministry of Civil Service Affairs and Administrative Reforms Circular Letter No. 47 dated 22 December 2003 as amended by Circular Letter No. 2 dated 12 January 2004 shall continue to apply.

L. The normal attendance hours in force as at June 2003 for officers required to provide a 24 hour service in the Health Sector, whether on shift or not, are maintained. Management shall continue to be responsible for the working hours of officers in the Health Sector.

M. Management shall continue to be responsible for the working hours of the teaching profession.

N. Notwithstanding the recommendations made above, Management may, where flexible pattern of attendance is not workable/in the interest of the service, particularly on sites outside the capital, continue to operate on the system prevailing prior to January 2004, subject to the approval of the Ministry of Civil Service Affairs and Administrative Reforms. In such cases the recommendations as regards lateness as per provisions of the Ministry of Civil Service Affairs and Administrative Reforms Circular Letter No. 47 dated 22 December 2003 as amended by Circular Letter No 2 dated 12 January 2004 would continue to apply.

19.2 Special Days Off

19.2.1 In the context of the 2003 PRB Report 2003, the Bureau examined the cost implications of the different scenarios prior to making its recommendations. The implementation of the recommendations contained in the Report, if implemented at one go, would have cost the exchequer an overall amount of Rs 2325 million. In the particular economic circumstances, the choice had been between a pay review severely restricted in scope and a fair and equitable pay review implemented in stages. The Bureau chose the latter option in the interest of all parties and had recommended accordingly.

19.2.2 Consequently, the implementation of the recommendations concerning emoluments had been phased over two financial years. Payment had therefore been staged as follows: From 1 July 2003 to 30 June 2004, increases in excess of Rs 750 are being paid at the discounted rate of 75%; and thereafter with effect from 1 July 2004, payment would be effected in full.

19.2.3 Representations have been received from various quarters to the effect that the 25% discounted during period 1 July 2003 to 30 June 2004 should be refunded in the forthcoming financial year either in a lump sum or staged over a period of time.

19.2.4 We have analysed in-depth the representations received and have concluded that they are simply non-receivable particularly in the light of the position of government finances. Furthermore, we have cautioned on the necessity that pay, while being fair, should be kept within the limits of national affordability.

19.2.5 We have, however, examined an alternative mode for some sort of compensation, which in our view, could take the form of a few days leave.

Recommendation

19.2.6 We recommend that the quantum of annual basic salary discounted during the period 1 July 2003 to 30 June 2004 should be converted into days off which should, subject to a maximum of four, be granted as days off to be taken during the financial years 2004-2005 and 2005-2006. Obviously, this recommendation should not apply to public officers who have already retired or to contract officers. The special days off should in no case be converted into cash.

19.2.7 The number of days off should be determined by dividing the total discounted basic salary in the year by one and a half times the daily rate rounded to the nearest half day. The daily rate should for this purpose be computed on the basis of the full monthly basic salary divided by 22 days.

19.2.8 For shift workers, one day off shall be deemed to be equivalent to eight hours.

The list of grades, at Annex II of the main Report, eligible for loan to purchase a 70% duty-free car for official travelling is being updated with the following additions/amendments:

CIVIL SERVICE

MINISTRY/DEPARTMENT

Deputy Prime Minister's Office and Ministry of Finance

Large Taxpayer Department

To insert

Tax Investigator

Ministry of Industry & International Trade

Assay Office

To insert

Assistant Controller of Assay

Ministry of Local Government and Rodrigues

National Development Unit

To delete : Principal Local Government Enforcement Officer

Senior Local Government Enforcement Officer

Local Government Enforcement Officer

Technical Officer

To insert

Local Government Division

Principal Local Government Enforcement Officer

Senior Local Government Enforcement Officer

Local Government Enforcement Officer

Technical Officer

Ministry of Public Utilities

Energy Services Division

To insert

Principal Technician

Senior Technician

Ministry of Environment

To insert

Technical Officer/Senior Technical Officer (Personal)

Living Environment Unit

To insert

Chief Inspector
Senior Inspector

Ministry of Public Infrastructure, Land Transport and Shipping Division

To insert

Principal Technical Officer (Civil Engineering)
Senior Technical Officer (Civil Engineering)
Senior Inspector of Works
Technical Officer (Civil Engineering)

National Transport Authority

To insert

Assistant Transport Planner

Ministry of Labour and Industrial Relations

(Labour Administration and Industrial Matters)

To delete : Labour and Industrial Relations
formerly Labour Inspector

To replace by : Labour and Industrial Relations Officer
formerly Labour Inspector

Boards and Commissions

To insert

Remuneration Analyst
formerly Compensation Officer
Senior Remuneration Analyst

Ministry of Education & Scientific Research

To insert

Educational Psychologist

Ministry of Health & Quality of Life

To insert

Health Promotion Coordinator
Occupational Therapist
Principal Health Surveillance Officer
Scientific Officer, Vector Biology and Control Division (Personal)
formerly Scientific Officer (Entomology) (Personal)

To delete : Senior Health Economist
formerly Community Health Development Co-ordinator

To replace by : Senior/Principal Health Economist
formerly Senior Health Economist

Ministry of Housing and Lands

(Lands Division)

To insert

Surveyor
formerly Surveyor/Senior Surveyor

To delete

Senior Surveyor

The list of grades, at Annex II of the main Report, eligible for loan to purchase a 70% duty-free car for official travelling is being updated with the following additions/amendments:

RODRIGUES REGIONAL ASSEMBLY

Chief Commissioner's Office

Fisheries

To insert

Officer-in-Charge (Fisheries)

Scientific Officer (Fisheries)

Cadastral Division

To insert

Surveyor
formerly Surveyor/Senior Surveyor

Co-operatives

To delete : Principal Co-operative Officer

To replace by : Officer-in-Charge Co-operatives

formerly Principal Co-operatives Officer

The list of grades, at Annex II of the main Report, eligible for loan to purchase a 70% duty-free car for official travelling is being updated with the following additions/amendments:

PARASTATAL AND OTHER STATUTORY BODIES

ORGANISATION

Development Works Corporation

To delete : Site Manager

To Insert : Works Supervisor

Farmers' Service Corporation

To insert

Land Surveyor

Food and Agricultural Research Council

To insert

Assistant Research Scientist

Industrial and Vocational Training Board

To insert

Psychologist

Irrigation Authority

To insert

Technical Officer (Civil)

Mahatma Gandhi Institute

To insert

Internal Auditor*

Mauritius Oceanography Institute

To insert

Project Officer

National Handicraft Promotion Agency

To insert

Accountant*

Road Development Authority

To insert

Accountant*
Chief Draughtsman
Chief Inspector of Works
Internal Auditor*
Materials Testing Officer
Principal Technical Officer (Civil Engineering)
Senior Inspector of Works
Senior Technical Officer (Civil Engineering)
Senior Technical Officer (Materials Testing Laboratory)
Superintendent of Works
Surveyor
Technical Officer (Civil Engineering)
Technical Officer (Materials Testing Laboratory)

Sugar Insurance Fund Board

To delete : Field/Operation Supervisor
formerly Technical Grade I

To replace by : Field/Operations Supervisor
formerly Technical Officer Grade I

To delete : Surveyor
formerly Land Surveyor/Senior Land Surveyor

To replace by : Land Surveyor
formerly Land Surveyor/Senior Land Surveyor

Sugar Industry Labour Welfare Fund

To insert

Inspector (Housing)
formerly Assistant Housing Supervisor

Senior Inspector (Housing)
formerly Housing Supervisor

Tea Board

To insert

Technical Officer

Technical School Management Trust Fund

To insert

Accountant*
Internal Auditor*

Wastewater Management Authority

To insert

Principal Draughtsman
Senior Technical Officer

The list of grades, at Annex II of the main Report, eligible for loan to purchase a 70% duty-free car for official travelling is being updated with the following additions/amendments:

LOCAL AUTHORITIES

ORGANISATION

Municipality of Curepipe

To insert

Attorney
formerly Municipal Attorney

Municipality of Vacoas-Phoenix

To insert

Town Surveyor
Attorney

Municipality of Quatre Bornes

To insert

Attorney

Municipality of Beau Bassin-Rose Hill

To insert

Attorney

Municipality of Port Louis

To insert

Surveyor

* Accountant and Internal Auditor drawing salary in a scale the maximum of which is not less than Rs 27200 a month.

The list of grades, at Annex III of the main Report, eligible for loan to purchase a duty-free autocytle/motorcycle for official travelling is being updated with the following additions/amendments:

CIVIL SERVICE

MINISTRY/DEPARTMENT

Ministry of Public Infrastructure, Land Transport and Shipping

National Transport Authority

To insert

Senior Traffic Warden

Traffic Warden

Ministry of Health and Quality of Life

To delete : Principal Health Surveillance Officer

Ministry of Local Government and Rodrigues

To insert : Assistant Inspector of Works

The list of grades, at Annex III of the main Report, eligible for loan to purchase a duty-free autocycle/motorcycle for official travelling is being updated with the following additions/amendments:

RODRIGUES REGIONAL ASSEMBLY

To delete : Fisheries Protection Officer

To replace by : Principal Fisheries Protection Officer
formerly Fisheries Protection Officer

To delete : Senior Fisheries Assistant

To replace by : Senior Fisheries Protection Officer
formerly Senior Fisheries Assistant

To delete : Fisheries Assistant

To replace by : Fisheries Protection Officer
formerly Fisheries Assistant

To delete : Sports Coach

To replace by : Coach
formerly Sports Coach

The list of grades, at Annex III of the main Report, eligible for loan to purchase a duty-free autocycle/motorcycle for official travelling is being updated with the following additions/amendments:

PARASTATAL BODIES AND OTHER STATUTORY BODIES

ORGANISATION

Sugar Insurance Fund Board

To delete : Field Officer
Assistant Technical Officer

To replace by : Field Officer
formerly Assistant Technical Officer

Sugar Industry Labour Welfare Fund

To delete : Senior Inspector (Housing)
formerly Housing Supervisor