

18. CONDITIONS OF SERVICE AND BENEFITS

- 18.1 In this broad Chapter, we look into the Conditions of Service and Benefits which form part of the total compensation package, other than pay provided for the employees. They vary from additional payments in form of allowances, leave, pension to provision of such facilities as cars, telephones and the like.
- 18.2 Over the years, there has been a considerable increase in benefits. Management/Unions/Individual employees have, in the context of this Review Exercise, repeatedly asked for more and more benefits, improvements on existing conditions of service and introduction of new benefits. Employees perceive benefits as of right, independent of how they perform/need those benefits.
- 18.3 We have examined all requests in the given perspectives, compared with what is available in other sectors of the economy, what the law and other conventions (International Labour Organisation) provide for, and what is obtainable in other jurisdictions.
- 18.4 We have understood that reducing benefits levels or eliminating any part of the package altogether would meet with employee dissatisfaction. We have, therefore, maintained quite a few and improved on others with a view to providing a suitable benefit package and inducing desired employee behaviour and attitude for improved performance.
- 18.5 Though there is no empirical study to confirm or otherwise the impact of Conditions of Service and Benefits on employee behaviour and performance, we, however, continue to believe, on basis of conventional wisdom, that effective employee benefit schemes facilitate organizational performance in the public sector and impact upon an organization's ability to attract, retain and motivate employees.
- 18.6 The Ministry for Civil Service and Administrative Reforms (MCSAR) is the central coordinating body which acts as interface between Ministries/Departments/Organisations and the Pay Research Bureau for the smooth implementation of recommendations made by the Bureau and approved by Government for implementation.
- 18.7 **We recommend that MCSAR continues to act as** facilitator and monitoring body and ensure that recommendations approved for implementation are applied in a fair, consistent and uniform manner throughout the Public Sector. Any need for amendments or clarifications should continue to be referred to the Bureau through the MCSAR.

- 18.8 The revised general Conditions of Service are given in the ensuing sections of this Chapter. In addition, those conditions of service which are specific to Ministries/Departments/Organisations are dealt with in the respective Chapters in the relevant Volume of this Report.
- 18.9 As regards Rodrigues and the Outer Islands, the specific conditions are covered at Chapter 20 of this Volume.