

## CIVIL SERVICE

### INTRODUCTION

1. This Volume, which is a continuation of Volume 1 of the 2021 Report, deals with the orientation of Ministries/Departments and other Divisions in the Civil Service to achieve their respective mandate and reports upon the pay and grading structures, specific conditions of service and organisational configuration/structures which are fundamental for an effective service delivery.
2. The Civil Service, administrative arm of Government, delivers public services and supports the Government to develop and implement its policies. The work which Civil Servants carry out, touches all aspects of life ranging from amongst, defence/security, judiciary, health, agriculture, education, transport, environment and culture. Civil Service, which is impartial, ensures the effective running of Government and provides the best possible services to the public. It has a hierarchical structure with well-defined reporting lines and level of responsibilities. The scale, complexity and impact of the work of Civil Servants are unparalleled.
3. To keep pace with the dynamic global environment, the Civil Service has evolved as a modern and professional institution built on the principles of value-based ethics, enlightened leadership and quality development policies. It is headed by the Secretary to Cabinet and Head of the Civil Service.
4. The guiding philosophy of this pay review in the Civil Service and other organisations has been to evolve a remuneration package linked to, among others, the improved structures, ensuring business continuity in unforeseen circumstances, providing career progression and earnings, inculcating a result-oriented culture, assimilation of technology and capacity building while keeping in view national affordability and social acceptability.
5. The structure of this Volume has been designed on the same pattern adopted for the previous Reports, that is, the Ministries and Departments are presented as shown in the Budget Estimates 2021 – 2022. Further, updated Ministerial portfolios have also been reflected. Recommendations on organisation and pay structures as well as specific conditions are made under the relevant Ministry/Department. The various grades are presented in the salary schedule in descending order and, to the extent possible, in their respective hierarchy. Grades belonging to a central establishment appear only in the salary schedule of the specific Ministry/Department. Specific recommendations on the Workmen's Group – General and Workmen's Group-Tradesman are made at Chapter 41. The pay recommendations for these categories of workers are made under the respective Ministry/Department.
6. The Bureau wishes to highlight that all the submissions/proposals made by stakeholders (Management, Union and staff in general) have been duly considered. To the extent possible, proposals made by stakeholders have been summarised under the relevant organisation and plausible explanations, wherever deemed appropriate,

have been provided. It is worthy to note that submissions which were repetitive have been clustered and oral explanations have been provided for requests that do not fall under the ambit/framework of the Bureau.

7. We have adopted a coding system comprising eight digits: 1st set of two digits refer to the broad occupational grouping; 2nd and 3rd sets of three digits indicate the initial and the top salary points as numbered in the Master Salary Conversion Table. In case of flat salaries, "000" is used in lieu of the second set of three digits.

### **Consequential amendment of Scheme of Service**

8. For this Report, with the creation of the grade of Management Support Assistant in the General Services Group, **the Bureau recommends that consequential amendments need to be brought to the schemes of service of grades where recruitment thereto is presently made from Management Support Officers.** With a view to ensuring that no prejudice is caused in terms of career mobility to those Management Support Officers in post as at the publication date of this Report, **the Bureau further recommends that the latter should continue to be eligible to apply for such grades.**

### **Revision of Allowances**

9. In general, in the context of an overall review, the quantum of all allowances is normally revised. With the onset of the COVID-19 Pandemic and resulting unfavourable economic and financial state of the country, we could not adopt the same course of action for this Report. **Instead, we have intelligently focused more on salary revision, given that benefits are attached thereto, and we have revised allowances marginally where needed.**
10. It may happen that following the revision of salaries, the quantum of an allowance which is computed on the initial salary point of a salary scale, turns out to be lesser than what officers were drawing with the previous Report. **In such cases, officers in post as at the eve of the publication of this Report should continue to draw the higher quantum on a personal basis.**

### **Special Professional Retention Allowance**

11. The Special Professional Retention Allowance (SPRA) was introduced in the 2008 Report (EOC Report 2009) in order to curb recruitment and retention problems in scarcity areas such as Engineering/ Architecture/Quantity Surveying fields. This provision was maintained in consecutive PRB Reports and was extended to other grades requiring applicants thereto to be registered with a Professional Body.
12. In the context of the 2016 PRB Report, findings of a survey carried out by the Bureau revealed that there was no serious recruitment and retention problem in the Engineering/Architecture/Quantity Surveying fields. On the contrary, it was found that the labour market had an over-supply of qualified candidates in these fields. Hence, in the last Report the Bureau decided to waive the provision for the payment of the

SPRA. Nevertheless, the provision for eligible officers in post as at 31 December 2015 was maintained up to 31 December 2016.

13. It was further recommended that those officers who:
  - (i) leave the service prior to the age at which they may retire without the approval of the appropriate Service Commission should refund the totality of the SPRA paid to them; and
  - (ii) retire from the service on reaching the age at which they may retire without the approval of the appropriate Service Commission or thereafter, should refund only that part of the SPRA which they would have earned under this scheme after reaching the age at which they may retire without the approval of the appropriate Service Commission.
14. For this review exercise, it has been reported that officers who have benefitted from SPRA and who fall under categories (i) and (ii) of the above paragraph are still being required to refund the allowance as mentioned therein when they are leaving or retiring from the service. As the provision of SPRA no longer exists and currently there are no major scarcity/retention issues, we are reviewing this provision.

#### **Recommendation 1**

15. **We recommend that officers who have benefitted from the Special Professional Retention Allowance up to 31 December 2016 and are leaving or retiring from the service will no longer be required to refund the sum obtained as allowance.**
16. **We further recommend that all officers who have left or retired from the service as from 01 January 2021, and who have been required to refund the allowance, should be reimbursed the amount refunded by them.**

#### **Performance Criteria**

17. As per existing provisions, officers in various grades are allowed to benefit from movement beyond their top salary subject to satisfying the conditions laid down below:
  - (i) **they should have drawn the top salary for at least 12 months;**
  - (ii) **they should have been efficient in their performance during the preceding year; and**
  - (iii) **they should not be under report.**

The conditions are directly linked to performance. Hence, wherever these have to be met under specific recommendations, they should be referred to as “**Performance Criteria**”.

18. We underline, herewith, that **the Report is a holistic document and has to be treated as an organic whole since all the recommendations (salary, conditions of service and benefits) contained therein are inextricably intertwined.**

## Restyling of Job Appellations and Creation of Positions

19. Many representations were made for restyling of job appellations. After examination, we found that in the majority of cases, these requests were premised on the expectation that they would lead to an upgrading in salary. We have to point out that any upgrading in salary emanates from an assessment of the grade based on a job evaluation exercise. We view it imperative to reiterate that job appellations should reflect the nature and level of duties performed by incumbents.
  
20. Moreover, the Bureau has equally noted with much concern that a few grades have been created/restyled in the Civil Establishment Order (CEO) or by Management in between salary review exercises. Such situations have given rise to internal imbalances in the present structures. In principle, restyling of grade is considered only in the wake of a general review or acceded to with the approval of the High Powered Committee (HPC) whereas creation of positions rests upon Management subject to functional/operational needs. **Hence, the Bureau holds that all requests for restyling and the reasons thereof should be submitted to the Bureau for consideration, through the Ministry of Public Service, Administrative and Institutional Reforms (MPSAIR). The latter, being the sole authority responsible for updating the CEO, should ensure that the appellations are strictly in accordance with our recommendations or as approved by the HPC. As regards creation of grades, the Bureau recommends that all requests thereof should be forwarded to the Standing Committee as set out in the Chapter Organisation Structures and Related Issues in Volume 1 of this Report.**

