

## 40. MINISTRY OF PUBLIC SERVICE, ADMINISTRATIVE AND INSTITUTIONAL REFORMS

- 40.1 In a bid to gear towards a professional Public Service that is committed to excellence, the Ministry of Public Service, Administrative and Institutional Reforms (MPSAIR) aims to, *inter alia*, inculcate a culture of excellence through transformational change and innovation; spearhead administrative and institutional reforms for efficient service delivery; facilitate the continuous professional growth and development of human resources; and promote an ethical culture while also ensuring a safe and healthy workplace.
- 40.2 The MPSAIR consists of five main Divisions, namely: General Administration; Administrative Reforms/Public Sector Business Transformation Bureau; Human Resource Management; Human Resource Development; and Occupational Safety and Health. Each Division is mandated with specific functions including among others, the implementation of Government strategies, policies and programmes dealing with human resource matters encompassing staff relations; and conditions of service as well as ensuring compliance with the existing safety and health laws and legislations. Furthermore, the Ministry has, under its purview, the Public Officers' Welfare Council and the Civil Service College which cater for the welfare; and training and development needs of public officers respectively.
- 40.3 As the Administrative Head and Accounting Officer of the Ministry, the Secretary for Public Service is responsible for the overall administration and general supervision of the Ministry. He is assisted by officers of the Administrative Cadre, Public Sector Business Transformation Bureau, the Human Resource Management Cadre, Occupational Safety and Health Cadre, Financial Operations Cadre, Procurement and Supply Cadre and officers of the General Services.
- 40.4 The Covid-19 pandemic has shaken up the traditional ways of operating of the public service. The MPSAIR, as the coordinating Ministry during this pandemic, has risen to the challenge and responded rapidly and innovatively by leveraging and integrating new technologies and networking to manage its workforce, including the 'Work from Home Scheme', so as to ensure a responsive and resilient public service. The need for public service to adapt to the fast changing and unforeseen circumstance was also highlighted in the ILO Centenary Declaration for the Future of Work. Indeed, technology, innovation, creativity, rapid decision-making while managing risk have become the new norms for a future-fit public service. These, therefore, call for human resource to be more technology-based for resilience.
- 40.5 Representations received for this review, among others, relate to upgrading of salaries; merging of grades; amendment of qualifications requirement; creation of additional levels; provision of training and allowances; reviewing of existing allowances; and issues related to conditions of service. During consultations, parties were apprised that issues having technical implications would be difficult to take on board. Rather, alternative courses of action were proposed to deal with such issues. As regards conditions of service, both Management and Union members were informed that

these would be looked into holistically. After scrupulously analysing all the proposals, we are, while maintaining the provision of specific allowances, enhancing the structure of the General Services through the creation of an additional level. We are also waiving those allowances which have outlived their utilities.

### **Secretary for Public Service**

40.6 The position of Secretary for Public Service was established in 2017 and is filled on an assignment basis by an officer in the grade of Senior Chief Executive. Incumbent is responsible, among others, to lead the modernisation process to develop a modern, effective and excellence-driven Civil Service, spearhead the formulation of human resource policies and human resource management in the Public Sector as well as advise and assist the Secretary to Cabinet and Head of Civil Service on all human resource policies.

### **Recommendation 1**

40.7 **We recommend that:**

- (a) an officer who has been assigned the duties of Secretary for Public Service, should continue to be granted an allowance equivalent to the difference between his salary and that of the Secretary for Public Service; and**
- (b) in the event the officer retires in the capacity of Secretary for Public Service or is reverted to his substantive post, the allowance becomes pensionable provided that he has:**
  - (i) successfully served for a period of not less than 12 months;**
  - (ii) not been reverted to his substantive post on ground of inefficiency or inability to perform at the higher level or on ground of misconduct or not been reverted at his own request; and**
  - (iii) at the time of his retirement/reversion reached the age of 55**

**or**

**successfully served for a minimum period of six months and reached compulsory retirement age or attained compulsory retirement age while opting to cash his accumulated Vacation Leave in full.**

### **Human Resource Management Cadre**

40.8 The Human Resource Management Division is responsible for all aspects of the Public Service which relate to human resource policies and strategies, the size of establishments, conditions of service and staff relations in regards to such matters and redeployment of redundant employees following a restructuring exercise. The Human Resource Cadre is headed by the Director, Human Resource Management who is assisted by the Deputy Director, Human Resource Management and officers in the grades of Manager, Human Resources; Assistant Manager, Human Resources; Senior Human Resource Executive and Human Resource Executive.

- 40.9 Over and above managing and coordinating the human resource functions in the civil service, the Director, Human Resource Management has to factor-in adaptive solutions to cope with the complexities arising due to the new normal. Besides, with the resulting uncertainty building up in this dynamic situation and in view to sustain a quality service to all stakeholders, mitigating measures need to be devised and implemented on an *impromptu* basis, thereby further adding to his workload. Given these circumstances, the Bureau views that there is need for a workload balance. Hence, Management may consider the advisability of increasing the establishment size of the grade of Deputy Director, Human Resource Management so as to assist the Director, Human Resource Management in his functions.
- 40.10 Representations from the staff side pertain mainly to aligning the Human Resource Management Cadre with the Administrative Cadre; upgrading the qualifications requirement of Senior Human Resource Executive to a Degree; re-instating the grades of Senior Human Resource Executive (Personal) and Assistant Manager, Human Resources (Personal) and abolishing the grades of Senior Human Resource Executive (Future Holder) and Assistant Manager, Human Resources (Future Holder); creating a grade of Assistant Director, Human Resource Management; upgrading of salaries; alignment of salaries of Manager, Human Resources with what obtains in Parastatal Bodies; and issues related to conditions of service. Repetitive request was also made by a group of Human Resource Executives to the effect that there is an anomaly in their respective salary scale vis-à-vis their juniors. After examination, the Bureau views that this is an issue of implementation which should be dealt with at the level of Management.
- 40.11 All proposals have been duly examined by the Bureau and only those found meritorious have been favourably considered.

### **Specific Provision for Assistant Manager, Human Resources**

#### **Recommendation 2**

- 40.12 We recommend that officers in the grade of Assistant Manager, Human Resources possessing a Degree in Human Resource Management or a Degree with Human Resource Management as a major component should be allowed to move incrementally in the Master Salary Scale up to salary point Rs 64400 provided they satisfy the performance criteria as set out in the Introductory Chapter of this Volume.**

#### **Movement for Human Resource Executive**

- 40.13 At present, Human Resource Executives possessing a Diploma in Human Resource Management or a Diploma with Human Resource Management as a major component are allowed to move incrementally in the Master Salary Scale up to salary point Rs 42325 subject to certain conditions. This provision should continue.

### Recommendation 3

**40.14 We recommend that incumbents in the grade of Human Resource Executive possessing the Diploma in Human Resource Management or a Diploma with Human Resource Management as a major Component or an equivalent qualification should be allowed to move incrementally in the Master Salary Scale up to salary point Rs 47675 provided that they satisfy the performance criteria as set out in the Introductory Chapter of this Volume.**

### General Services

40.15 Grades having duties more or less of a general nature and providing support services common to most Ministries/Departments have been grouped into the General Services Class. These grades are on the establishment of the MPSAIR. Officers in the General Services grades are posted across the whole Civil Service to perform clerical, executive and secretarial duties.

### Clerical Group

40.16 This group consists of officers performing duties partly clerical and partly related to office operations, generally seen as being of a routine nature. However, this concept is evolving rapidly with the use of modern management techniques and latest development in ICT. The Clerical Cadre comprises the grades of Clerical Officer/ Higher Clerical Officer, Special Clerical Officer, Management Support Officer (MSO) and Office Supervisor.

40.17 In the 2016 Report, the Bureau drew attention that the salary of MSO was overgraded and, therefore, had implications for internal parity as well as external relativity. Adequate information and explanations were provided to justify the creation of another grade which we recommended. However, this recommendation was reviewed by relevant authorities and was thus not implemented in the Civil Service. Nevertheless, according to feedback received during consultations, appropriate changes effected in the Parastatal Bodies and Local Authorities in line with provisions made were smoothly implemented.

40.18 For this Report also, all these issues were scrutinised anew taking into consideration other perspectives as well. These are hereunder elaborated upon.

40.19 The first level in the Clerical Cadre is a feeder for various grades in the Civil Service and acts as a benchmark for this level of operations where the qualification is set at HSC. Following the massive upgrading of the first level in the EOAC Report, that is MSO, a wrong signal has been sent to public sector organisations falling under the purview of the Pay Research Bureau, particularly from a pay setting perspective. As a result thereof, situational impediments are being faced by many organisations. Grades which used to be filled from MSO are, salarywise, no more attractive. In certain cases, the schemes of service of the grades have been amended to recruit from the general public while the salary set is for a promotional level. Hence, appropriate adjustments had to be done.

- 40.20 Previously, a certain vacancy rate was considered normal in this grade since it acts as a feeder for other grades. In view of the size of its establishment, the vacancy rate did not have a serious impact on the delivery of service. With its upgraded salary, the grade of MSO now attracts more applicants with higher qualifications than the prescribed one. Consequently, the depletion is more pronounced as new recruits leave for better jobs other than those promotional entry ones. The issue may be addressed by having a larger establishment size which will in turn entail higher recruitment costs and sunken training costs.
- 40.21 The Bureau considers that the disturbance in relativities and the associated implications may be dealt with through establishing a proper benchmark grade at this level of operations which will also address the issue of high vacancy rate and market reality. So, we are providing for a new grade and bringing consequential amendments to the scheme of service of MSO to ensure a smooth transition in this support services cadre. It is also important to note that during consultative meetings, our stakeholders have been duly explained the above and we are hereunder making appropriate recommendations in that sense.

### **Management Support Assistant (New Grade)**

#### **Recommendation 4**

- 40.22 We recommend the creation of a grade of Management Support Assistant. Appointment thereto should be made by selection from among candidates who:**
- (i) possess the Cambridge School Certificate with credit in at least five subjects including English Language, French and Mathematics or Principles of Accounts or an equivalent qualification;**
  - (ii) possess the Cambridge Higher School Certificate or passes in at least two subjects obtained on one Certificate at the General Certificate of Education "Advanced Level" or an equivalent qualification; and**
  - (iii) are computer literate.**
- 40.23 The above recommendation should take effect after completion of the current recruitment exercise for the grade of Management Support Officer already launched by the Public Service Commission and its implementation for continuity of service delivery at this level of operation.**
- 40.24 Incumbent would be required, among others, to perform duties of a clerical nature including the preparation, scrutiny and processing of straightforward document and records; preparation of simple documents subject to check; arithmetical work; registry work; simple finance, human resource and procurement work under supervision; drafting of replies to simple correspondence; and simple data entry and updating of information in a computer system and microfilming. Incumbent would also be required to carry out pay and cashier duties, whenever the need arises; operate modern equipment such as telefax machine, and electronic photocopying machine; and carry out simple research work in connection with official documents.

### **Consequential amendments for the grades of Assistant Financial Operations Officer and Assistant Procurement and Supply Officer**

- 40.25 After the publication of the 2016 PRB Report, the grade of Assistant Procurement and Supply Officer (APSO) was reinstated following the decision of the High Powered Committee whereas the grade of Assistant Financial Operations Officer (AFOO) *formerly Assistant Financial Officer (AFO)* was created in the Budgeted Estimates. Presently, these two grades are filled by selection from among officers in the grade of MSO reckoning at least four years' service in a substantive capacity in the grade or an aggregate of at least four years' service in the grade of MSO and the former grades of Officer and Clerical Officer/Higher Clerical Officer.
- 40.26 Pursuant to the creation of the grade of Management Support Assistant (MSA), there is need to amend the qualifications requirement in the schemes of service of the grades of Assistant Financial Operations Officer, *formerly Assistant Financial Officer* and Assistant Procurement and Supply Officer. In so doing, we have taken care to ensure that no prejudice is caused in terms of career-mobility to those MSOs already in post. The modes of appointment to the grades of Assistant Financial Operations Officer, *formerly Assistant Financial Officer* and Assistant Procurement and Supply Officer have been dealt with under their respective Ministry/Department.

### **Management Support Officer**

- 40.27 With the creation of the grade of MSA, there is also need to bring consequential changes to the scheme of service of the grade of MSO. Incumbents in the grade of MSO should, henceforth, be required to have supervisory ability, critical sense, readiness to accept delegated responsibilities and potential for training and handling of staff. The duties of the grade of MSO being revamped has led to a fresh evaluation exercise for the grade and this has been reflected in the recommended salary.

### **Recommendation 5**

- 40.28 **We recommend that, in future, the grade of Management Support Officer should be filled by selection from among officers in the new grade of Management Support Assistant reckoning at least four years' service in a substantive capacity in the grade.**
- 40.29 **We also recommend that incumbent would, in addition, be required, to provide administrative support in general administration, human resource management, finance, and procurement and supply; carry out pay and cashier duties, as and when required; coordinate and supervise the work of subordinate staff; and ensure the accuracy, completeness and timeliness of processes and activities performed in small units.**
- 40.30 **We further recommend that Management Support Officers reckoning more than four years' experience in a substantive capacity in the grade should be entrusted with the duty of supervision. The onus for the posting of the seniormost Management Support Officers rests with Responsible Officers.**

- 40.31 We additionally recommend that with the filling of the posts of Management Support Assistant, the number of posts to be filled for Management Support Officer should be gradually reduced.**

#### **Office Management Assistant**

- 40.32 In the 2013 PRB Report, the grades of Officer and Senior Officer were restyled General Services Officer and General Services Executive. We also created the grade of Office Management Assistant (OMA). However, in the EOAC Report 2013, the grade of Officer was restyled to Management Support Officer. Additionally, the grades of Senior Officer and Office Management Assistant were merged and restyled to Office Management Assistant, without reviewing its duties to commensurate with the upgraded salary. This situation created a disturbance in traditional relativities, leading to outcry from many stakeholders mainly officers in the grade of Human Resource Executive.
- 40.33 We have taken the issue on board and examined the various representations, followed by a re-evaluation exercise of the grade of OMA based on fresh information submitted in newly filled-in Job Description Questionnaires. The Bureau considers that, in all equity and fairness there is need to enrich the duties to match the salary level of this grade.

#### **Recommendation 6**

- 40.34 We recommend that the Ministry of Public Service, Administrative and Institutional Reforms should initiate necessary procedures to upgrade the duties in the scheme of service of the grade of Office Management Assistant.**
- 40.35 Incumbent would, in addition to the duties already mentioned in the current scheme of service, be required to organise official functions and welfare activities; monitor the use of Government vehicles and organise transport for official purposes; provide proper office accommodation, furniture and equipment; and ensure the effective use of office equipment and make arrangements for their proper maintenance.

#### **Office Management Executive**

- 40.36 Presently, the grade of Office Management Executive (OME) is filled by promotion, on the basis of experience and merit, of officers in the grade of OMA who reckon an aggregate of at least 15 years' service in a substantive capacity in the grade of OMA and the former grades of Senior Officer and/ or Executive Officer.
- 40.37 In the context of this review, the MPSAIR submitted that various complaints have been received from several Ministries/Departments to the fact that many officers in the grade of OME encounter difficulties to adapt to modern management style. Consequently, requests were made for the posting of OMAs instead of OMEs to perform such duties.
- 40.38 The Bureau considers it appropriate to highlight that the grade of OME was created for incumbents to be posted in large Ministries. However, over the years, the number

of officers in this grade has increased considerably and their services are being underutilised.

- 40.39 In line with the policy of streamlining the public service, proposal was made by the MPSAIR to make the grade of OME evanescent such that vacant posts in the grade of OME be offset against creation of additional posts of OMA. **The Bureau has to emphasise that posting of Office Management Executives should be done in such a way that the skill and experience acquired by these officers are gainfully and judiciously utilised by the Ministries/Departments. Additionally, the Bureau advises that creation of additional posts of OMA against the offsetting of vacant posts in the grade of OME be dealt with administratively.**

#### **Higher Executive Officer (Personal)**

- 40.40 In the 2016 PRB Report, the Bureau re-instated the recommendation whereby Higher Executive Officers (Personal) (HEOs) be paid an allowance for organising official functions and welfare activities, providing proper office accommodation, furniture and equipment, among others, in a department where neither an Assistant Permanent Secretary nor an Office Superintendent nor an OME is posted.
- 40.41 The Bureau also re-introduced the provision made for HEOs to move by three increments following the successful completion of an Advanced Course in Effective Office Management and Supervision.

#### **Recommendation 7**

- 40.42 **We recommend that a monthly allowance of Rs 1680 be paid to officers in the grade of Higher Executive Officer (Personal) for organising official functions and welfare activities, providing proper office accommodation, furniture and equipment; ensuring the effective use of office equipment and making arrangements for their proper maintenance; monitoring the use of government vehicles and organising transport for official purposes; ensuring that the workplace is kept clean and tidy and ensuring that safety and health norms are observed in Departments where neither an Assistant Permanent Secretary nor an Office Superintendent or Office Management Executive is posted.**
- 40.43 **We further recommend that officers in the grade of Higher Executive Officer (Personal) who have successfully completed the Advanced Course in Effective Office Management and Supervision, should be allowed to move incrementally up to salary point Rs 47675 in the Master Salary Scale provided that they satisfy the performance criteria as set out in the Introductory Chapter of this Volume.**

#### **Office Management Assistant**

##### **Advanced Course in Effective Office Management and Supervision**

- 40.44 Office Management Assistants are entitled to one increment on successful completion of the Advanced Course in Effective Office Management and Supervision.



**Recommendation 8**

**40.45 We recommend that Office Management Assistants who have successfully completed the Advanced Course in Effective Office Management and Supervision should be granted one increment at salary point reached, subject to the top salary of the grade.**

**SECRETARIAL CADRE****Advanced Secretarial Course**

40.46 As per existing provision, Confidential Secretaries who have successfully completed the Advanced Secretarial Course are entitled to one increment.

**Recommendation 9**

**40.47 We recommend that Confidential Secretaries, on successful completion of the Advanced Secretarial Course, should continue to be granted one increment, at point reached, subject to the top salary of the grade.**

**Posting of Confidential Secretaries**

40.48 Officers of the level of Deputy Permanent Secretary and above are generally provided with the services of Confidential Secretaries. Provision also exists for posting of Confidential Secretaries to other officers holding office at the level of Deputy Permanent Secretary and above, on a needs basis or are alternatively attached to a pool of officers as may be decided by the Supervising Officer with the approval of the MPSAIR. A request has been made by the MPSAIR for Senior Officials at the level of Permanent Secretary and above as well as Responsible and Accounting Officers to be given the option either to avail of the services of a Confidential Secretary as per present provision or a Word Processing Operator/Management Support Officer against payment of an *ad hoc* allowance or to be granted an allowance so that they could avail of the services of their own Personal Assistant. After analysing this request and the duly filled in Job Description Questionnaires, the Bureau is of the view that this grade still holds its importance. We are, therefore, reproducing the existing arrangement.

**Recommendation 10**

**40.49 We recommend that:**

- (i) Deputy Permanent Secretaries and officers in grades above this level should continue, by virtue of their duties, to be provided with the services of a Confidential Secretary; and**
- (ii) officers of the level of Deputy Permanent Secretary should be provided with the services of a Confidential Secretary on a needs basis or one Confidential Secretary attached to a pool of such officers as may be decided by the Supervising Officer, with the approval of the MPSAIR.**

**Adhoc Allowance to Confidential Secretaries**

- 40.50 Following a decision of the High Powered Committee, Confidential Secretaries posted to the offices of Ministers, Speaker, Leader of the Opposition, Chief Government Whip, Parliamentary Private Secretaries, and Deputy Speaker, who have to regularly work over and above their normal working hours, are entitled to an *adhoc* allowance of Rs 2150 monthly while those posted with Supervising Officers at the level of Permanent Secretary and above who are also Accounting and Responsible Officers of Ministries/Departments and at the Cabinet Office are eligible for an *adhoc* allowance of Rs 1800 monthly. Additionally, Confidential Secretaries posted at the level of Permanent Secretary and above who are not Accounting and Responsible Officers are allowed to claim overtime, subject to a maximum of Rs 1800 monthly.
- 40.51 Several Ministries/Departments have reported that Confidential Secretaries attached to officers of a lower level than Permanent Secretary, are being granted overtime, which is very often, more than Rs 1800 monthly. Hence, a request has been made to provide the minimum number of excess hours to be put in by incumbents as well as to have parity of treatment. The Bureau is, however, not in a position to quantify the excess hours as the complexity of work differs in each organisation. Additionally, with a view to avoiding any abuse on the grant of this allowance, the Bureau holds that the quantum should continue to be determined by the MPSAIR.

**Recommendation 11**

- 40.52 **We recommend that, subject to the approval of the MPSAIR, Confidential Secretaries posted with Ministers, Speaker, Leader of the Opposition, Chief Government Whip, Parliamentary Private Secretaries, Deputy Speaker, Supervising Officers of the level of Permanent Secretary and above who are also the Accounting and Responsible Officers and at the Cabinet's Office who have to regularly work over and above their normal working hours should continue to be paid an *ad hoc* allowance as determined by the MPSAIR.**
- 40.53 **We further recommend that high officials should be advised not to unnecessarily retain their Confidential Secretaries in office for long hours after their normal hours of work, except where their presence in office is absolutely essential and may, if required, be justified.**

**Allowance for performing additional duties**

- 40.54 In addition to the *adhoc* allowance, some Confidential Secretaries who, by virtue of their postings are required, among others, to perform additional duties such as general administrative work and manage the office, are eligible for the payment of a responsibility allowance equivalent to three increments at the point reached in their salary scale. It is worth noting that this allowance is approved by the High Powered Committee. Management has requested for a renaming of the allowance as the present appellation creates confusion with the existing provisions. We are addressing this issue while the approval of the allowance should continue to be conveyed by the High Powered Committee.

**Recommendation 12**

- 40.55 **We recommend that the High Powered Committee should continue to look into the advisability of the payment of an allowance to incumbents performing the duties of Confidential Secretary and posted to the office of Ministers, Speaker, Leader of the Opposition, Chief Government Whip, Parliamentary Private Secretaries, Deputy Speaker and Senior Chief Executives and above, who are required, in addition to their normal duties, to perform general administrative work, manage the office and meet deadlines.**
- 40.56 **We additionally recommend that this allowance may be reckoned as pensionable emoluments, subject to the approval of the High Powered Committee, provided that incumbents have:**
- (i) **performed in that position for a continuous period of five years;**
  - (ii) **not been the subject of disciplinary proceedings on ground of inefficiency or inability to perform at that position or on ground of misconduct; and**
  - (iii) **reached the age of 55 years at the time of retirement/change in posting.**

**Special Allowances**

- 40.57 At present, an allowance is being paid to officers other than Transcribers *formerly Shorthand Writers* whenever they are called upon to service Commissions of Enquiry and for other similar tasks consisting of taking notes of proceedings in shorthand and for transcribing same in longhand. This arrangement shall continue while the quantum of allowance is being revised.

**Recommendation 13**

- 40.58 **We recommend that an allowance of Rs 4.80 per folio of 90 words for taking notes of proceedings in shorthand and Rs 2.85 per folio of 90 words for transcribing the shorthand notes in longhand should be paid to officers other than Transcribers *formerly Shorthand Writers*, servicing Commission of Enquiry and for other similar tasks.**

**Cashier Duties**

- 40.59 Clerical Officers/Higher Clerical Officers (Personal) posted at the Accountant General's Division are paid a daily allowance of Rs 40 for giving assistance to the Cashier at the District Cash Office and the Chief Cashier's Office while those replacing full time District Cashier and Treasury Receiving Cashier are paid an allowance of Rs 110 per day. This allowance is also extended to Clerical Officers/Higher Clerical Officers posted in other Ministries and Departments and to Agricultural Clerks who are required to perform cashier duties.
- 40.60 Furthermore, upon scrutiny of the duties of MSOs, the Bureau considers that they should continue to be paid the allowance for performing Cashier duties until such time of the filling of vacancy of the new grade of MSA. Thereafter, MSAs would also be paid this allowance for performing Cashier duties.

**Recommendation 14**

**40.61 We recommend that the allowance payable to officers in the grades of Clerical Officer/Higher Clerical Officer (Personal), Management Support Assistant and Management Support Officer posted to the Accountant-General's Division be as follows: -**

- (i) Rs 40 per day for giving assistance to the Cashier at District Cash Office and Chief Cashier's Office; and**
- (ii) Rs 115 per day subject to a maximum of Rs 2540 a month for Clerical Officer/Higher Clerical Officer and Management Support Assistant and a maximum of Rs 2290 for Management Support Officer replacing full time District Cashier and Treasury Receiving Cashier.**

**40.62 We additionally recommend that the above provision be extended to officers in the grades of Clerical Officer/Higher Clerical Officer, Management Support Assistant and Agricultural Clerk of other Ministries, Departments and Organisations who are required to perform cashier duties.**

**40.63 We, however, recommend that the payment of the above allowances to Management Support Officers should lapse with the filling of the vacancy of the new grade of Management Support Assistant.**

**Rotation of Officers in the General Services Grades**

40.64 In the last Report, we recommended that officers of the General Services should be made to rotate in various Ministries/Departments at least every five years in their career to enable them to enrich their skills and experience. We are re-iterating our recommendation.

**Recommendation 15**

**40.65 We recommend that officers of the General Services should be made to rotate in various Ministries/Departments at least every five years in their career to enable them to enrich their skills and experience.**

**Office Auxiliary/Senior Office Auxiliary**

40.66 Staff side has requested for an upgrading of salary commensurate with the duties being shouldered by incumbents in the grade of Office Auxiliary/Senior Office Auxiliary. At the request of Unions, a site visit was conducted at the National Assembly and Civil Status Division respectively. In the light of the observations made during the site visits, and after examining the duly filled in Job Description Questionnaires, we are making an appropriate recommendation.

**Recommendation 16**

**40.67 We recommend that employees in the grade of Office Auxiliary/Senior Office Auxiliary who have reached the top salary in their scale should be allowed to move incrementally in the Master Salary Scale by one increment.**

**OCCUPATIONAL SAFETY AND HEALTH UNIT**

- 40.68 The Occupational Safety and Health Unit of the Ministry of Public Service, Administrative and Institutional Reforms ensures that the State, as an employer, complies with the existing safety and health laws and other related legislations. The Division aims at promoting a safety and health culture within the public service through an effective Occupational Safety and Health Management System (OSHMS).
- 40.69 Its main activities are, *inter alia*, to carry out safety audits/inspections of all work sites in the Public Service on a regular basis; conduct risk assessment as required by safety and health legislations; investigate into complaints/accidents as and when required; provide training on safety and health modules on a planned basis; coordinate and organise Fire Drill Exercises for public officers; participate in Safety and Health Committees; advise Ministries/Departments in selecting relevant projects for implementation under the Enhancement of Work Environment Programme; and facilitate the implementation of the Occupational Safety and Health Management System in Ministries/ Departments.
- 40.70 The Director, Safety and Health Unit is responsible for the promotion of an occupational safety and health culture through the implementation of the OSHMS in the Civil Service and for ensuring compliance with the provisions of the Occupational Safety and Health Act. He is assisted in his duties by officers of the Safety and Health Cadre of the MPSAIR and is supported by officers of the General Services grades.
- 40.71 For this review exercise, the main requests of the staff side were, among others, the upgrading of the qualifications requirement of the grade of Safety and Health Officer/Senior Safety and Health Officer (SHO/SSHO) to a Degree; demerging of the grade of SHO/SSHO; officers of the Safety and Health Cadre to be eligible for 100% duty remission; eligibility to Continuous Professional Development; and Professional Protective Equipment.
- 40.72 The main requests from the MPSAIR for the Safety and Health Cadre were, among others, the upgrading of the salary scale for the grades of Director, Safety and Health Unit and Assistant Director, Safety and Health Unit; reviewing the qualifications requirement for the grade of SHO/SSHO to Degree; provision of the Continuous Professional Development to the officers in the cadre and change in appellation for certain grades to dissipate confusion with the Occupational Safety and Health Division at the Ministry of Labour, Human Resource Development and Training.
- 40.73 During consultative meetings, both Management and the staff side were informed that the qualifications requirement of the grade of Safety and Health Officer/ Senior Safety and Health Officer has been set as per the Occupational Safety and Health Act 2005. They were also apprised that upgrading of qualifications requirement is entertained whenever there is enrichment of duties requiring new skills and enhancement of responsibilities. They were also informed of the criteria for the grant of 100% duty remission on a car and that the grades of SHO/SSHO were merged

following a consensus of staff side and Management and in line with the Bureau's policy for leaner and flatter structures.

- 40.74 The Bureau has studied the requests of all stakeholders and found that the appellation of the Unit as well as its grades are in line with the OSH Act. We are, therefore, bringing no change to the organisation structure.

### **PUBLIC SECTOR BUSINESS TRANSFORMATION BUREAU**

- 40.75 The Public Sector Business Transformation Bureau (PSBTB), set up in 2019 in line with the Public Sector Business Transformation Strategy (PSBTS), aims at preparing and equipping the Public Sector to be efficient, resilient and responsive *vis-à-vis* a complex and highly competitive global landscape.
- 40.76 It has a three-level structure comprising the grades of Management Analyst/Senior Management Analyst; Assistant Director, PSBTB and Director, PSBTB. Currently, only the grade of Assistant Director, PSBTB is occupied. We have been informed that despite several attempts, the grade of Director, PSBTB could not be filled as no suitable candidate was identified by the PSC during the last recruitment exercises. It is to be noted that the Ministry may have recourse to alternative modes of employment as spelt out in the Chapter Employment on Contract and Alternative Modes of Employment of Volume 1 for the filling of the post. The present structure of the PSBTB is, in the circumstance, being maintained.

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### **SALARY SCHEDULE**

| <b>Salary Code</b> | <b>Salary Scale and Grade</b>  |
|--------------------|--|
| 02 000 121         | <b>Rs 175750</b><br>Secretary for Public Service                       |
| 02 000 120         | <b>Rs 163250</b><br>Senior Chief Executive                             |
| 02 000 114         | <b>Rs 132000</b><br>Permanent Secretary                                |
| 08 101 104         | <b>Rs 91375 x 3125 - 100750</b><br>Director, Human Resource Management |

| Salary Code | Salary Scale and Grade   |
|-------------|--|
| 08 080 096  | <b>Rs 49250 x 1650 - 54200 x 1700 - 64400 x 1800 - 69800 x 2000 - 75800 x 2150 - 77950</b><br>Deputy Director, Human Resource Management   |
| 08 075 092  | <b>Rs 42200 x 1300 - 46100 x 1575 - 49250 x 1650 - 54200 x 1700 - 64400 x 1800 - 69800</b><br>Manager, Human Resources   |
| 08 068 089  | <b>Rs 35650 x 900 - 37450 x 950 - 42200 x 1300 - 46100 x 1575 - 49250 x 1650 - 54200 x 1700 - 64400</b><br>Assistant Manager, Human Resources (Personal)                             |
| 08 068 088  | <b>Rs 35650 x 900 - 37450 x 950 - 42200 x 1300 - 46100 x 1575 - 49250 x 1650 - 54200 x 1700 - 62700</b><br>Assistant Manager, Human Resources  |
| 08 062 081  | <b>Rs 30700 x 825 - 35650 x 900 - 37450 x 950 - 42200 x 1300 - 46100 x 1575 - 49250 x 1650 - 50900</b><br>Senior Human Resource Executive  |
| 08 053 078  | <b>Rs 24475 x 525 - 26050 x 675 - 27400 x 825 - 35650 x 900 - 37450 x 950 - 42200 x 1300 - 46100</b><br>Human Resource Executive   |
| 08 060 092  | <b>Rs 29050 x 825 - 35650 x 900 - 37450 x 950 - 42200 x 1300 - 46100 x 1575 - 49250 x 1650 - 54200 x 1700 - 64400 x 1800 - 69800</b><br>Human Resource Management Officer (Personal) |
| 08 060 083  | <b>Rs 29050 x 825 - 35650 x 900 - 37450 x 950 - 42200 x 1300 - 46100 x 1575 - 49250 x 1650 - 54200</b><br>Office Management Executive  |
| 08 050 077  | <b>Rs 23025 x 400 - 23425 x 525 - 26050 x 675 - 27400 x 825 - 35650 x 900 - 37450 x 950 - 42200 x 1300 - 44800</b><br>Office Management Assistant                                    |

| Salary Code | Salary Scale and Grade   |
|-------------|--|
| 08 053 076  | <p><b>Rs 24475 x 525 - 26050 x 675 - 27400 x 825 - 35650 x 900 - 37450 x 950 - 42200 x 1300 - 43500</b></p> <p>Higher Executive Officer (Personal)</p>   |
| 08 049 074  | <p><b>Rs 22625 x 400 - 23425 x 525 - 26050 x 675 - 27400 x 825 - 35650 x 900 - 37450 x 950 - 41250</b></p> <p>Office Supervisor</p>  |
| 08 038 070  | <p><b>Rs 18925 x 300 - 19525 x 325 - 21475 x 375 - 22225 x 400 - 23425 x 525 - 26050 x 675 - 27400 x 825 - 35650 x 900 - 37450</b></p> <p>Management Support Officer</p>   |
| 08 030 067  | <p><b>Rs 16785 x 260 - 17825 x 275 - 18925 x 300 - 19525 x 325 - 21475 x 375 - 22225 x 400 - 23425 x 525 - 26050 x 675 - 27400 x 825 - 34825</b></p> <p>Clerical Officer/Higher Clerical Officer (Personal)<br/>Management Support Assistant (New Grade)</p> |
| 08 046 076  | <p><b>Rs 21475 x 375 - 22225 x 400 - 23425 x 525 - 26050 x 675 - 27400 x 825 - 35650 x 900 - 37450 x 950 - 42200 x 1300 - 43500</b></p> <p>Confidential Secretary</p>  |
| 08 039 069  | <p><b>Rs 19225 x 300 - 19525 x 325 - 21475 x 375 - 22225 x 400 - 23425 x 525 - 26050 x 675 - 27400 x 825 - 35650 x 900 - 36550</b></p> <p>Senior Word Processing Operator</p>  |
| 08 029 066  | <p><b>Rs 16525 x 260 - 17825 x 275 - 18925 x 300 - 19525 x 325 - 21475 x 375 - 22225 x 400 - 23425 x 525 - 26050 x 675 - 27400 x 825 - 34000</b></p> <p>Word Processing Operator</p>   |
| 05 060 083  | <p><b>Rs 29050 x 825 - 35650 x 900 - 37450 x 950 - 42200 x 1300 - 46100 x 1575 - 49250 x 1650 - 54200</b></p> <p>Senior Library and Documentation Officer</p>  |
| 05 047 079  | <p><b>Rs 21850 x 375 - 22225 x 400 - 23425 x 525 - 26050 x 675 - 27400 x 825 - 35650 x 900 - 37450 x 950 - 42200 x 1300 - 46100 x 1575 - 47675</b></p> <p>Library and Documentation Officer</p>  |



| Salary Code | Salary Scale and Grade   |
|-------------|--|
| 18 077 094  | <p><b>Rs 44800 x 1300 - 46100 x 1575 - 49250 x 1650 - 54200 x 1700 - 64400 x 1800 - 69800 x 2000 - 73800</b></p> <p>Director, Safety and Health Unit</p>   |
| 18 072 091  | <p><b>Rs 39350 x 950 - 42200 x 1300 - 46100 x 1575 - 49250 x 1650 - 54200 x 1700 - 64400 x 1800 - 68000</b></p> <p>Assistant Director, Safety and Health Unit</p>  |
| 18 065 089  | <p><b>Rs 33175 x 825 - 35650 x 900 - 37450 x 950 - 42200 x 1300 - 46100 x 1575 - 49250 x 1650 - 54200 x 1700 - 64400</b></p> <p>Principal Safety and Health Officer (Personal to officers in post as at 31.12.15)</p>  |
| 18 060 088  | <p><b>Rs 29050 x 825 - 35650 x 900 - 37450 x 950 - 42200 x 1300 - 46100 x 1575 - 49250 x 1650 - 54200 x 1700 - 62700</b></p> <p>Principal Safety and Health Officer</p>  |
| 18 047 086  | <p><b>Rs 21850 x 375 - 22225 x 400 - 23425 x 525 - 26050 x 675 - 27400 x 825 - 35650 x 900 - 37450 x 950 - 42200 x 1300 - 46100 x 1575 - 49250 x 1650 - 54200 x 1700 - 59300</b></p> <p>Safety and Health Officer/Senior Safety and Health Officer (Personal to officers in post as at 31.12.15)</p> |
| 18 047 081  | <p><b>Rs 21850 x 375 - 22225 x 400 - 23425 x 525 - 26050 x 675 - 27400 x 825 - 35650 x 900 - 37450 x 950 - 42200 x 1300 - 46100 x 1575 - 49250 x 1650 - 50900</b></p> <p>Safety and Health Officer/Senior Safety and Health Officer</p>  |
| 24 040 060  | <p><b>Rs 19525 x 325 - 21475 x 375 - 22225 x 400 - 23425 x 525 - 26050 x 675 - 27400 x 825 - 29050</b></p> <p>Head Office Auxiliary (on Roster)</p>  |
| 24 039 059  | <p><b>Rs 19225 x 300 - 19525 x 325 - 21475 x 375 - 22225 x 400 - 23425 x 525 - 26050 x 675 - 27400 x 825 - 28225</b></p> <p>Head Office Auxiliary</p>  |

| Salary Code   | Salary Scale and Grade   |
|---|--|
| 24 026 059  | <b>Rs 15745 x 260 - 17825 x 275 - 18925 x 300 - 19525 x 325 - 21475 x 375 - 22225 x 400 - 23425 x 525 - 26050 x 675 - 27400 x 825 - 28225</b><br>Driver (on Roster)  |
| 24 025 058  | <b>Rs 15485 x 260 - 17825 x 275 - 18925 x 300 - 19525 x 325 - 21475 x 375 - 22225 x 400 - 23425 x 525 - 26050 x 675 - 27400</b><br>Driver  |
| 24 023 056  | <b>Rs 14975 x 250 - 15225 x 260 - 17825 x 275 - 18925 x 300 - 19525 x 325 - 21475 x 375 - 22225 x 400 - 23425 x 525 - 26050</b><br>Office Auxiliary/Senior Office Auxiliary (on Roster)                                    |
| 24 022 055  | <b>Rs 14725 x 250 - 15225 x 260 - 17825 x 275 - 18925 x 300 - 19525 x 325 - 21475 x 375 - 22225 x 400 - 23425 x 525 - 25525</b><br>Office Auxiliary/Senior Office Auxiliary  |
| 24 019 050  | <b>Rs 13975 x 250 - 15225 x 260 - 17825 x 275 - 18925 x 300 - 19525 x 325 - 21475 x 375 - 22225 x 400 - 23025</b><br>Stores Attendant  |
| 24 018 048  | <b>Rs 13745 x 230 - 13975 x 250 - 15225 x 260 - 17825 x 275 - 18925 x 300 - 19525 x 325 - 21475 x 375 - 22225</b><br>Handy Worker  |
| <b>PUBLIC SECTOR BUSINESS TRANSFORMATION BUREAU</b> |  |
| 01 000 113  | <b>Rs 128875</b><br>Director, Public Sector Business Transformation Bureau<br><i>formerly Director, Public Sector Re-engineering Bureau</i>  |
| 01 092 102  | <b>Rs 69800 x 2000 - 75800 x 2150 - 82250 x 3000 - 88250 x 3125 - 94500</b><br>Assistant Director, Public Sector Business Transformation Bureau<br><i>formerly Assistant Director, Public Sector Re-engineering Bureau</i> |
| 01 058 092  | <b>Rs 27400 x 825 - 35650 x 900 - 37450 x 950 - 42200 x 1300 - 46100 x 1575 - 49250 x 1650 - 54200 x 1700 - 64400 x 1800 - 69800</b><br>Management Analyst/Senior Management Analyst                                       |

