

21. IMPLEMENTATION PROCESS AND POST REVIEW MECHANISM

21.1 It goes without saying that recommendations need to be implemented so that their intended purposes are achieved. The Pay Research Bureau is a permanent body for the review of the Pay and Grading Structures and Conditions of Service in the Public Sector. Reports have so far been published every five years and there have been many representations that recommendations made in the Report are not implemented in a timely manner. It is our deep concern, as a continuing machinery for pay review, to confront staff/unions on delays in implementation of recommendations. The staff/unions claim that it is their legitimate expectation that recommendations are implemented, particularly when higher level grades have been created for promotional prospects/career paths. We consent that the recommendations in the Report should be implemented in a timely manner **and we recommend accordingly.**

Financial Implications of Recommendations

21.2 The gross additional annual financial implications on account of implementation of the various recommendations of this Report including pay and conditions of service, amount up to Rs 4.6 billion. In carrying out this review, we have taken into consideration the present economic context, the demands placed on the resources of Government, and the need for a reasonable increase at the lowest level.

Date of effect

21.3 The pay scales and the various allowances of the last Report were implemented as from 01 July 2008. In practice, as the Bureau normally produces quinquennial Reports, the date of implementation of this Report should have been 01 July 2013. However, as Government has, since a few years back, changed its financial year from July – June to January – December and incremental date from 01 July to 01 January, it has also approved that **the date of implementation of this Report should be 01 January 2013. Accordingly, recommendations relating to both pay and allowances, facilities, benefits and other conditions of service shall take effect as from 01 January 2013 unless specifically stated otherwise.**

21.4 **Notwithstanding the provision of the above paragraph, all time-framed recommendations made in the 2008 Report and scheduled to be effective until or as from 01 July 2013 are being maintained. The new recommendations contained in this Report shall, thereafter, take effect as from 01 July 2013 for all such cases.**

Conversion

- 21.5 (i) The converted salaries effective from the date of implementation of this Report which is 01 January 2013 should be in accordance with the master salary conversion table at Annex of each volume of this Report and as explained in the ensuing paragraphs.
- (a) The first column of the conversion table indicates the numerical position of the salary point in the master salary scale of the 2013 PRB Report as shown at the foot of the table.
 - (b) The second column indicates the basic salary effective as from 01 July 2008.
 - (c) The gross salaries as at 31 December 2012 inclusive of the extra remuneration, is at the third column of the conversion table.
 - (d) The fourth column indicates the basic salaries payable as from 01 January 2013.
- (ii) A full-time employee who, after payment of pension contribution and excluding normal increment, earns an increase of less than Rs 1000 should be paid a monthly allowance to bring the increase to Rs 1000. This allowance should lapse with the grant of subsequent annual increments.
- (iii) Conversion to the revised salaries should be effected after the grant of the normal annual increment due to officers on the 01 January 2013.
- (iv) An officer whose salary point converts to a point in the master salary conversion table which is less than the initial salary recommended for his grade should draw the initial salary of his grade.
- (v) 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 recommended scale; for example, the first and second salary points shall convert to the first point, the third and fourth to the second point, and the fifth and sixth to the third point and so on and so forth. The corresponding converted salary shall be applicable as from 01 January 2013.
- (vi) Officers in Trainee grades, in post as at 31 December 2012, whose salary as at 01 January 2013 does not convert to a salary point in their salary scale should, on a personal basis, be granted the corresponding converted salary in the master salary scale.

- (vii) **Officers who, as at 31 December 2012, were already drawing more than the top of their salary scale as a result of the grant of long service increment(s), should convert in the normal manner either in their salary scale or in the master salary scale.**
- (viii) **Officers who have been granted flat salaries in this Report and whose conversion is not provided in the conversion table shall convert to the recommended flat salary for the grade.**
- (ix) **Eligibility for the grant of any salary compensation in the years after implementation of this Report should be determined after the grant of the normal annual increment due to officers on 01 January of each year such that a basic salary point has only one gross salary inclusive of salary compensation.**

Long Service Increment(s)

- 21.6 Long Service Increment(s) (LSI) are additional increments, over and above the top of a salary scale, read from the master salary scale that are granted to officers who have stayed in a single grade for at least 24 years and have reached the top salary of their respective salary scales. The first increment under this provision becomes due only after an officer has stagnated at the top of his/her salary scale for two years. Subsequently, the officer becomes eligible for a second and final increment after having stagnated at the top of his/her salary scale for another two years.
- 21.7 The philosophy of this specific provision of LSI is to provide for some compensation, in terms of career earnings, to an officer in a grade which has comparatively lower career prospects. The number of additional increments has purposely been limited to two because the officer is not getting a promotion which is generally marked by an increase equivalent to three increments.
- 21.8 **Except for entry grades or promotional entry grades requiring a degree and grades drawing salary in a scale the maximum of which is not less than Rs 54600 and above, we are maintaining the LSI, in this Report, for all other grades as explained in the ensuing paragraphs.**
- (i) **Officers reckoning 24 years' service in a single grade would be eligible, on reaching the top salary of their revised salary scale and subject to satisfactory performance, to move one additional point to be read from the master salary scale once every two years, subject to a maximum of two increments. The first increment under this provision would be due only after an officer has stagnated on the top of his revised salary scale for two years.**

- (ii) Officers at (i) above reckoning 24 years' service in a single grade and who, as at 31 December 2012, were already drawing the top salary of their salary scales for two consecutive years should be granted an additional increment on conversion.
- (iii) Officers on completing 24 years' service in a single grade subsequent to 01 January 2013 and who have been drawing the top salary of their salary scales for two consecutive years prior to this Report, should also be granted an additional increment to be read from their scale subject to the top of the scale on the date they complete the 24 years. .
- (iv) Officers reckoning 24 years' service in a single grade and who as at 31 December 2012 were already drawing more than the top salary of their scale by one point as a result of the grant of long service increment(s) and who were due for another long service increment on 01 January 2013 should move to the next higher point in their salary scale or in the master salary scale.
- (v) 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 recommendations under paragraph 21.8 (i) to (iv).
- (vi) The salary point immediately before the Qualification Bar (QB) in a scale shall be considered as the top salary in respect of an officer, who does not possess the required qualification to cross the QB in the implementation of recommendations at paragraph 21.8 (i) to (iv).
- (vii) For officers of Parastatal Bodies who have been re-deployed in the Civil Service, by virtue of a decision of Government, and required to perform similar duties under the same or different grade appellation, the aggregate number of years of service should be taken into consideration for implementing the recommendations at paragraph 21.8 (i) to (iv).

Payment of Allowances

- 21.9 All previous authority for the payment of allowances, other than those specifically mentioned in the Chapter dealing with the different Ministries/ Departments/Organisations, should lapse with the implementation of this Report. Allowances not covered in this Report but which may still be justified would be revised by the Bureau upon submission from the Ministry of Civil Service and Administrative Reforms through the proper channel (Ministries/Departments/Organisations, Parent Ministry wherever applicable and Ministry of Civil Service and Administrative Reforms).**

Option

- 21.10 It is understood that acceptance of the revised emoluments and the terms and conditions of service contained in this Report implies that any related emoluments or allowances cannot be the subject of an industrial dispute, in conformity with the Employment Rights Act.
- 21.11 Employees, who, following the implementation of the 2008 Report opted for the revised salaries and conditions of employment but did not opt for the new contributory pension scheme, should be eligible to a monthly pay equivalent to 92% of their revised basic salaries. For all such cases, the salary drawn after the grant of the normal annual increment due on 01 January 2013 should first be hypothetically recomputed to its 100% equivalent which will then convert to its corresponding salary point in the master salary conversion table. The employees would then be eligible to 92% of this salary point.
- 21.12 Employees of the Public Sector who do not opt for the revised salaries and conditions of service contained in this Report should be paid the salary compensation as set out in the Extra Remuneration Act effective from 01 January 2013.

Standing Committees

- 21.13 In previous Reports as well as in this Report, the Bureau has recommended for the setting up of various standing committees under the chairmanship of the MCSAR and having as members representatives of the Ministry of Finance and Economic Development and the Pay Research Bureau, among others, to deal with specific recurring issues that normally cannot be addressed in an overall review or that concern implementation.
- 21.14 During consultations with our stakeholders, in the context of this review exercise, it has been submitted that systematic and clear recommendations be made such that all issues are covered in the Report and that organizations be entrusted the responsibility for implementation. However, the Bureau apprehends that doing away with the standing committees may lead to an increase in the number of cases of disputes and cases referred to the High Powered Committee. **For the sake of consistency and due to the difficulties faced to identify and address every single particular issue regarding implementation in a Report of this magnitude, we have, therefore, maintained the standing committees whilst bringing some corrective measures, wherever possible, to facilitate implementation.**

Post Review Mechanism

- 21.15 In general, the Bureau deals with its stakeholders through the MCSAR in respect of salary gradings, review of conditions of service, interpretations/clarifications, design/re-design of organization structures and other related *ad hoc* cases. For this general review exercise which covers the Public Sector

- and the Private Secondary Schools, our large customer base encompasses around 180 organisations, 300 staff associations, 83000 public officers and 23000 public service pensioners. It is obvious that an exercise of this magnitude cannot be carried out without certain genuine omissions and particular issues involuntarily left out or excluded.
- 21.16 As for the past six Reports, we are maintaining the usual post review mechanism to deal with and/or look into cases of genuine omissions/errors and such other matters relating to interpretation/implementation problems. Additionally, we are making new arrangements to assist parties, including employees and staff associations, in the implementation phase.
- 21.17 **The Bureau shall, after the publication of this Report, mobilise all its technical staff for a period of three months to receive and provide information to any concerned parties, including employees or union representatives, on any problem arising out of interpretation and/or implementation of this Report.**
- 21.18 **All cases considered to be genuine omissions/errors should continue to be channelled to the Bureau for consideration through the MCSAR within a time frame of three months as from the date of approval of the Report for implementation.**
- 21.19 **The Bureau would consequently, examine the cases submitted by the MCSAR as early as possible and would submit its recommendations for immediate action wherever expedient to facilitate implementation.**
- 21.20 **All cases of omissions/clarifications, including those reported upon for immediate action, shall be compiled and integrated in a separate Report entitled Errors, Omissions and Clarifications of the 2013 Report, to be published within a period of 12 months from the date of implementation of the main Report.**
- 21.21 **Any issue emanating from the implementation of the recommendations of this Report and requiring a fundamental change or is a departure from the main recommendation would be referred to the High Powered Committee, chaired by the Secretary to Cabinet and Head of the Civil Service for consideration and appropriate decisions/actions.**
- 21.22 **After the publication of the Errors, Omissions and Clarifications of the 2013 Report, any issue relating to salaries and allowances, except where a specific procedure has been spelt out, may be submitted to the Bureau through the appropriate channel i.e. through the Organization and MCSAR.**

- 21.23** To ensure implementation of the recommendations of the 2013 Report, all Ministries/Departments/Organizations should have a dedicated officer – the seniormost officer of the Human Resource Management cadre for monitoring and follow up action. The technical staff of the Bureau may be contacted by the dedicated officers for interpretation/clarifications.
- 21.24** Ministries/Departments/Organizations are urged to complete the implementation process of all recommendations contained in this Report, to the extent possible, in a given time frame not exceeding 24 months to enable them to have the full staff complement and the required work environment, including employee motivation, to meet their mandates. In case of any difficulty arising during the implementation process, organizations may seek the advice of the MCSAR in writing with copy to the Bureau.
- 21.25** The MCSAR, as the privileged partner of the Bureau, should continue to act as facilitator and accounting body to ensure that relevant recommendations of the Report are approved for implementation, and conditions of service are fully communicated and are efficiently and effectively implemented in a standard and consistent manner.
