

86. SUGAR INSURANCE FUND BOARD

- 86.1 The Sugar Insurance Fund Board (SIFB), which was set up by Act No 4 of 1974, took over the functions of the former Cyclone & Drought Insurance Fund Board. It plays a pivotal role in providing a protection mechanism for the sugarcane planter community and in the sustainability of sugarcane as an economic activity. In concrete terms, it is mandated to insure sugar production of planters, métayers, millers, and refiners against losses occurring out of inclement weather namely cyclones, droughts and excessive rainfall. Losses against fire outbreaks in cane fields is another insured peril taken on board by the Fund.
- 86.2 To fulfil the above functions, the SIFB has organised its business activities under five main departments namely Operations, IT, Finance, Internal Audit and Administration. Its present staff strength consists of some 118 employees who are distributed in 36 grades ranging from professional to support staff. The majority of these employees are posted to the Operations department which is the core business of the organisation. Being at the apex of the Fund, the General Manager is responsible for the execution of the policy of the Board and for the control and management of the day-to-day business of the organisation.
- 86.3 In the context of the last Report, the SIFB made submissions based on a Private Consultant's Report for restructuring the organisation. As the Bureau identified several shortcomings we did not accede to the proposals contained therein. Instead, we recommended that Management considers the advisability of reviewing the structure of departments and schemes of service where problems had been identified with a view to bringing appropriate corrective measures wherever operational problems were hindering the smooth functioning of the organisation.
- 86.4 However, instead of focussing on those departments/areas where problems were noted, the then Management opted for a complete overhauling of its structure and submitted same to the Bureau in 2017. The restructuring plan consisted of, among others, creation of levels across the various departments; restyling and merging of grades; change in reporting lines and amendments to existing schemes of service. The Bureau, does not generally undertake an overall review of structures in between Reports in view of associated implications. Consequently, following several meetings with the then Management, we agreed to provide salary gradings only for those grades which had strong functional justifications and which could not be deferred until this review exercise. But, in view of certain inadequacies found in the proposed schemes of service, we advised the SIFB to reframe same and to resubmit to the Bureau for consideration. Subsequently, the SIFB did not proceed with the creation of these grades.
- 86.5 In the context of this review exercise, the main demands of the Union pertain to the creation of grades including that of Office Management Assistant; alignment of salaries with comparable levels; restyling of certain grades; extension of salary scales owing to perceived absence of promotional prospects; upgrading of qualifications

requirement, payment of allowances for performing additional duties as well as provision for training facilities. According to Management, it has not made any submission regarding its core departments as it is in the process of reviewing its work processes. It has, however, urged the Bureau to provide a proper cadre for its General Services grades and for certain allowances, which have been granted by the Board, to be incorporated in the Report. It has also forwarded to the Bureau the representations made by the Operations Manager and Administrative Secretary for an upgrading of their respective salary.

- 86.6 The parties concerned were given full latitude to expatiate on the above representations during the consultations. Where it was not technically appropriate to accede to their requests, we so apprised them and provided the necessary explanations thereto. For instance, we could not accede to the creation of those grades which were meant only to improve promotion prospects of the staff and had no regards to functional needs. As regards the request of the staff side for the creation of a level of Assistant Field/Operations Supervisor, Management is requested to look into the need for this level during the process of reviewing its work processes. In case the level is warranted, Management should, thereafter, submit the proposed scheme of service to the Bureau through the proper channel, for salary grading purposes. We could also not retain requests for restyling of grades where the new appellations connote a level which fetches a higher salary. Concerning the upgrading of the qualifications requirement of the grade of Support Officer/Senior Support Officer from a Higher School Certificate to a Diploma, we had informed the staff side that the decision for the upgrading would be based on our assessment of the newly written Job Descriptions Questionnaires. However, the said Job Descriptions Questionnaires were not submitted to the Bureau and, hence, we are not in a position to make any recommendation in this respect. For issues which do not fall within our purview, the parties concerned were advised on the most appropriate course of action to be taken.
- 86.7 Overall, we consider the staffing structure of the SIFB to be adequate to enable it to meet its objectives. However, pursuant to the representations made by both parties for an alignment of the General Services grades with what obtains in the Civil Service, we have, after careful examination of the existing structure and to the extent possible, brought certain modifications. We have also, in the course of this review, given due considerations to all requests made for salary upgrading while conducting our job re-evaluation exercise.

Human Resource Officer/Senior Human Resource Officer (New Grade)

- 86.8 Presently, incumbents in the grades of Administrative Assistant (Personal) and Administrative Assistant are required to perform Human Resource (HR) related duties and administrative duties respectively. In view of the growing importance of HR matters nowadays especially where industrial relations issues are concerned, Management has pressed for the creation of a dedicated grade of Human Resource Officer to better equip it to properly manage its HR functions.

86.9 While we do subscribe to Management's proposal for the creation of a dedicated grade to perform HR duties, we also hold that it would not be in order to have three grades performing almost the same set of duties. Consequently, while we are providing for a specific grade to carry out HR duties, we are also abolishing the grade of Administrative Assistant, which is presently vacant. As regards incumbent in the grade of Administrative Assistant (Personal), she would continue to provide administrative support to Management. Thereafter, on abolition of the grade on vacancy, these duties should devolve on incumbents in the grade of Executive Officer who are required to provide administrative support, amongst others. We are making appropriate recommendations to that effect.

Recommendation 1

86.10 We recommend:

- (i) the creation of a grade of Human Resource Officer/Senior Human Resource Officer. The mode of appointment to the grade as well as the duties that incumbent would be required to perform should be as recommended in the Introductory Chapter of this Volume;**
- (ii) that the vacant grade of Administrative Assistant be abolished; and**
- (iii) that upon abolition of the grade of Administrative Assistant (Personal), the administrative support duties should be taken over by officers in the grade of Executive Officer. This element has been considered in arriving at the recommended salary of the grade.**

86.11 Human Resource Officer/Senior Human Resource Officers possessing the relevant Diploma should be allowed to move incrementally beyond their top salary subject to meeting certain criteria. **Recommendation thereto related has been made in the Introductory Chapter of this Volume.**

Clerk/Word Processing Operator (New Grade)

86.12 Management has requested for an alignment of its General Services grades with what is obtainable in other institutions through the creation of the grades of Clerk/Word Processing Operator; Management Support Officer and Office Management Assistant. It has also made proposal for the grade of Senior Executive Officer to be made evanescent. The Union, on its part, has requested that the grade of Office Management Assistant be created and that Executive Officers and Higher Executive Officers be given the option to join the new grade.

86.13 We have carefully examined the above requests and consider that the creation of the grades of Management Support Officer and Office Management Assistant cannot be acceded to in view of the existing structure at the SIFB and the nature of duties performed by officers of the Executive Officer Cadre in certain sections namely finance and claims which are quite different from those performed by officers of the General Services grades in other Parastatal Bodies. The Bureau also wishes to highlight that the recommendation of the EOAC 2013 Report for Executive Officers and Higher Executive Officers in Parastatal Bodies to be given the option to join the grade of

Office Management Assistant is no longer valid pursuant to the re-engineering of the General Services structure in our last Report. As regards the grade of Senior Executive Officer, the Bureau considers that same should be maintained with a view not to jeopardize the career path of eligible officers.

- 86.14 The creation of the grade of Clerk/Word Processing Operator, against the abolition of the existing grades of Clerical Officer and Word Processing Operator which are presently vacant, is, on the other hand, being acceded to, as it is in line with our policy of favouring polyvalency and multiskilling.

Recommendation 2

- 86.15 We recommend the creation of a grade of Clerk/Word Processing Operator. Appointment thereto should be made by selection from among candidates possessing a Cambridge School Certificate with credit in at least five subjects including English Language, French and Mathematics or Principles of Accounts at not more than two sittings; a Cambridge Higher School Certificate or passes in at least two subjects obtained on one certificate at the General Certificate of Education 'Advanced level'; a Certificate in typewriting at a speed of at least 25 wpm; and a Certificate in Word Processing or Data Processing.**

- 86.16 We also recommend that the grades of Clerical Officer and Word Processing Operator, which are vacant, be abolished.**

- 86.17 Incumbent in the grade of Clerk/Word Processing Operator would be required to: perform duties of a clerical nature such as preparation, scrutiny and processing of straight forward documents, records; preparation of simple documents subject to check; arithemetical work; registry work; simple finance, human resource and procurement and supply work under supervision; type and collate official documents; operate office equipment such as telefax machine and electronic photocopying machine; and perform word processing and computer/data processing work.

Scheme of Service – Executive Officer

- 86.18 The grade of Executive Officer is currently filled from Clerical Officers who reckon at least four years' experience in a substantive capacity in the grade. Pursuant to the creation of the grade of Clerk/Word Processing Operator and the abolition of the grade of Clerical Officer, there is need to review the entry requirement for the grade of Executive Officer. We are recommending accordingly.

Recommendation 3

- 86.19 We recommend that further to the creation of the grade of Clerk/Word Processing Operator and abolition of the grade of Clerical Officer, the grade of Executive Officer should be filled by selection from among Clerk/Word Processing Operators reckoning at least four years' service in a substantive capacity in the grade.**

Allowance to Senior/Head Office Care Attendants and Office Care Attendants

86.20 Presently, some Senior/Head Office Care Attendants and Office Care Attendants, besides performing their normal duties, are also called upon to perform additional duties at the sub offices of the SIFB, such as cleaning toilets, gardening, lawn mowing and other related work for which they are paid a monthly allowance of Rs 500. As Management has confirmed that this arrangement would continue to be in force, we are, accordingly, revising the quantum thereof.

Recommendation 4

86.21 We recommend that the monthly allowance payable to Senior/Head Office Care Attendants and Office Care Attendants for performing additional duties such as cleaning toilets, gardening, lawn mowing and other related work over and above their normal schedule of duties should be revised to Rs 525.

Bad Road Allowance

86.22 A monthly bad road allowance of Rs 375 and Rs 880 respectively is presently payable to eligible field staff who use their motorcycles and motor cars for official travelling. We are maintaining the quantum of this allowance.

Recommendation 5

86.23 We recommend that the monthly Bad Road Allowance payable to officers for official travelling be maintained as hereunder:

Bad Road Allowance for:		Rs
(a)	Eligible Field Staff using Motorcycles	375
(b)	Eligible Field Staff using Motorcars	880

86. SUGAR INSURANCE FUND BOARD SALARY SCHEDULE

SIFB 1 : Rs 21150

Safety and Health Officer (Part-time)

SIFB 2 : Rs 15485 x 260 - 17825 x 275 - 18925 x 300 - 19525 x 325 - 21475 x 375 - 22225 x 400 - 23425 x 525 - 24475

Office Care Attendant

SIFB 3 : 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 x 825 - 28225

Driver/Handy Worker

86. SUGAR INSURANCE FUND BOARD (Contd)

- SIFB 4 : 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**
Handy Worker (Skilled)
- SIFB 5 : 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 - 28225**
Senior/Head Office Care Attendant
- SIFB 6 : Rs 15225 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 - 31525**
Telephonist/Receptionist
- SIFB 7 : 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**
Clerk/Word Processing Operator (New Grade)
- SIFB 8 : Rs 19850 x 325 - 21475 x 375 - 22225 x 400 - 23425 x 525 - 26050 x 675 - 27400 x 825 - 35650 x 900 - 37450**
Executive Officer
- SIFB 9 : 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 - 35650 x 900 - 37450 x 950 - 40300**
Field Officer/Senior Field Officer
- SIFB 10 : Rs 19850 x 325 - 21475 x 375 - 22225 x 400 - 23425 x 525 - 26050 x 675 - 27400 x 825 - 35650 x 900 - 37450 x 950 - 41250**
Technical Design Officer
- SIFB 11 : Rs 17565 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 - 35650 x 900 - 37450 x 950 - 42200**
Support Officer/Senior Support Officer
- SIFB 12 : 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**
Confidential Secretary
- SIFB 13 : Rs 24475 x 525 - 26050 x 675 - 27400 x 825 - 35650 x 900 - 37450 x 950 - 42200 x 1300 - 43500**
Higher Executive Officer

86. SUGAR INSURANCE FUND BOARD (Contd)

- SIFB 14 : 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**
Human Resource Officer/Senior Human Resource Officer (New Grade)
- SIFB 15 : Rs 30700 x 825 - 35650 x 900 - 37450 x 950 - 42200 x 1300 - 46100 x 1575 - 49250**
Field/Operations Supervisor
Registrar
Senior Executive Officer
Senior Technical Design Officer
- SIFB 16 : Rs 23950 x 525 - 26050 x 675 - 27400 x 825 - 35650 x 900 - 37450 x 950 - 41250 QB 42200 x 1300 - 46100 x 1575 - 49250 x 1650 - 50900**
Accounting Technician
- SIFB 17 : Rs 29050 x 825 - 35650 x 900 - 37450 x 950 - 42200 x 1300 - 46100 x 1575 - 49250 x 1650 - 52550**
Claims Officer
- SIFB 18 : Rs 29875 x 825 - 35650 x 900 - 37450 x 950 - 42200 x 1300 - 46100 x 1575 - 49250 x 1650 - 54200 x 1700 - 55900**
Administrative Assistant (Personal)
- SIFB 19 : Rs 33175 x 825 - 35650 x 900 - 37450 x 950 - 42200 x 1300 - 46100 x 1575 - 49250 x 1650 - 54200 x 1700 - 55900**
Principal Technical Design Officer
- SIFB 20 : Rs 27400 x 825 - 35650 x 900 - 37450 x 950 - 42200 x 1300 - 46100 x 1575 - 49250 x 1650 - 54200 x 1700 - 62700**
Programmer/Analyst
- SIFB 21 : Rs 28225 x 825 - 35650 x 900 - 37450 x 950 - 42200 x 1300 - 46100 x 1575 - 49250 x 1650 - 54200 x 1700 - 62700**
Land Surveyor
- SIFB 22 : Rs 34825 x 825 - 35650 x 900 - 37450 x 950 - 42200 x 1300 - 46100 x 1575 - 49250 x 1650 - 54200 QB 55900 x 1700 - 62700**
Area Manager

86. SUGAR INSURANCE FUND BOARD (Contd)

SIFB 23 : Rs 30700 x 825 - 35650 x 900 - 37450 x 950 - 42200 x 1300 - 46100 x 1575 - 49250 x 1650 - 54200 x 1700 - 64400 x 1800 - 69800

Internal Auditor/Senior Internal Auditor (Future Holder)

SIFB 24 : Rs 40300 x 950 - 42200 x 1300 - 46100 x 1575 - 49250 x 1650 - 54200 x 1700 - 64400 x 1800 - 69800

Administrative Secretary
Internal Auditor (Personal)
Manager, Finance
Operations Manager
Senior Network and System Administrator
Senior Software Engineer

SIFB 25 : Rs 68000 x 1800 - 69800 x 2000 - 75800 x 2150 - 82250 x 3000 - 88250 x 3125 - 94500

Chief Finance Officer
Chief IT Officer
Chief Operations Officer



