

## OBSERVATIONS AND GENERAL PROVISIONS

11. This Chapter provides certain observations on some pertinent issues as well as a few general recommendations which are applicable in the Parastatal Bodies. Common main requests made by our stakeholders have equally been highlighted.

### **Results-Oriented Performance Management System and Performance-Related Incentive Scheme**

12. Following its introduction in the Public Service in 2006, the Performance Management System (PMS) has been rolled out in the Public Sector, instilling to some extent a performance culture. However, the Performance-Related Incentive Scheme (PRIS) could not be implemented due to the absence of sufficient safeguards. Further to Government's renewed focus on improving productivity and performance in the Public Service, the Performance-Based Budgeting (PBB) has been re-introduced, as a strategic tool to assist in resource management and public sector accountability. Same would be extended in the Parastatal Bodies, Local Authorities and Rodrigues Regional Assembly and in this context, relevant legislations have been amended.
13. However, to improve the effectiveness and accountability in the management, operations and implementation of policies, there is need to shift the focus from the traditional approach, that is, from activities/outputs to one based on results, which strengthens the linkages between funding and results. In this perspective, the Bureau has provided in **Chapter Results-Oriented Performance Management System and Performance-Related Incentive Scheme in Volume 1 of this Report**, for, among others, the development of an Integrated Performance Management Framework for the implementation of a Results-Oriented Performance Management System (ROPMS) in the Public Sector, through an integrated approach by synergising the PBB and PMS. We consider that along with the ROPMS, a PRIS should be established and implemented as a means to recognise and appreciate the achievements of high performers.

### **Training and Development**

14. Training and development rank high on the Government's agenda, with its commitment to transform public sector organisations so that they are future-ready, performance-driven and citizen-focused. During consultations, the Bureau has been apprised that in many quarters, difficulties are being encountered in providing training opportunities to employees. The main challenges faced comprise a limited available budget; shortage of resource persons to act as trainers in the Public Sector; reluctance from Management to release their officers due to exigencies of service; measuring the effectiveness and value of training; and tracking the impact of training. Federations have also pointed out that employees of the Workmen's Group were not being provided with the relevant training or the training provided were inadequate, not attuned to the work performed and, in some instances, quasi-inexistent.

15. Since training is fundamental in enhancing employee's productivity and improving their performance, the Bureau is anew urging Management to provide appropriate and adequate training to employees, including those of the Workmen's Group. We have also provided for the Ministry of Public Service and Administrative Reforms (MPSAR), in collaboration with the Atal Bihari Vajpayee Institute of Public Service and Innovation, to dispense resilience training, among others, to public sector employees. **Recommendations related thereto have been made in Chapter Training and Development in Volume 1 of this Report.**

### Schemes of Service

16. The Bureau has observed that in many cases, schemes of service of a few grades in certain PSBs have been significantly amended without seeking the prior advice of the Bureau on any bearing on salary. This practice is inappropriate, the moreso changes brought thereto are not according to set policies. As per established procedures, proposed schemes of service should be submitted to the parent Ministry in a first instance for examination, then to the MPSAR to ensure consistency and uniformity, and to avoid any malpractice. **We, therefore, consider that besides the parent Ministry, the MPSAR, as custodian of schemes of service, should also examine those of grades in PSBs, prior to seeking the Bureau's advice on any bearing on salary.**
17. Pursuant to the above, we are making appropriate recommendations.

### Recommendation 1

18. **We recommend that while framing/reviewing schemes of service, the parent Ministry of the PSB concerned should submit the proposed schemes of service of grades on the latter's establishment to the MPSAR for examination.**
19. **We also recommend that further to recommendations made in Volume 1 of this Report under Chapter Review of Schemes of Service and Qualifications, the review and prescription of schemes of service in PSBs should be carried out and finalised within a period of three months.**
20. **We additionally recommend that where the scheme of service of identical/comparable grades in PSBs are aligned on those of the Civil Service, the Management of the PSB and its parent Ministry as well as the MPSAR should ensure that the specific duties devolving on grades concerned are reflected in the scheme of service.**

### Upgrading of Qualifications Requirement

21. Both Unions and Management from several quarters across the Public Sector have proposed for an upgrading of the qualifications requirement of grades at different levels owing to: an evolution in duties performed by officers; changes in work processes; and higher qualifications possessed by officers, among others.

22. In principle, qualifications are set based on the nature and level of duties/responsibilities, rather than on those possessed by incumbents. Furthermore, as qualification is only one of the compensable factors in job evaluation, an upgrading in same may not necessarily fetch a higher salary, particularly if the level and nature of duties have remained unchanged. **In such circumstance, prior to considering reviewing upward the qualifications requirement, we hold that it would be more appropriate for Management to properly assess the need for any amendment to same. To this end, general recommendations and relevant observations have been made in the Chapter Review of Schemes of Service and Qualifications in Volume 1 of this Report.**

### Human Resource Planning

23. Various representations were made by Unions for the recruitment of additional staff and filling of vacant positions. It has been reported that in some cases, an acute shortage of staff in certain grades is adversely impacting on the efficiency, timeliness and overall quality of service delivery. In response to these concerns, we have provided **in the Chapter Recruitment, Promotion and Retention in Volume 1 of this Report, for public sector organisations to undertake a Human Resource Planning exercise, with a view to addressing their HR requirements, among others, and ensuring that all vacant positions are filled within a reasonable timeframe.**

### Digitalisation and Artificial Intelligence Readiness

24. Further to Government laying much emphasis on the use of digital technologies and Artificial Intelligence (AI) in the Public Sector, Federations have expressed concern on the impact thereof on jobs, in general. Since we are still in an early phase in the application of AI, a proper assessment may not be possible at this stage. Nonetheless, AI should be considered as a tool to help Government to achieve its objectives, and that a sustainable approach to its adoption in the Public Sector should be favoured, based on three key pillars, namely: People, Processes and Technology.
25. Provisions have been made in **the Chapter Digitalisation and Artificial Intelligence Readiness in Volume 1 of this Report**, regarding the fostering of AI initiatives in the Public Sector and the need for capacity building so as to, *inter alia*, equip the technical staff of the Ministry of Information Technology, Communication and Innovation (MITCI) with the necessary skills and knowledge needed to work effectively with AI-related technologies. We have also provided for the proper training of public sector employees to ensure a smooth transition towards AI.

### Creation of Grades

26. There have been instances in-between salary review exercises where certain Organisations have created grades at their level without following the appropriate procedure and also appointed officers therein. Subsequently, in the context of a general review, the Bureau is requested to include these grades in the Report.

The Bureau considers such practice inappropriate and hold that Organisations should refrain from same as this may give rise to lateral imbalances in the structures/classes or even across the Public Sector. It may also lead to industrial disputes.

### Performance Criteria

27. As per existing provisions, eligible officers in various grades are allowed to benefit from incremental movement beyond their top salary, subject to satisfying certain conditions. We have revisited same as hereunder:

- (i) **they should have drawn the top salary for at least 12 months;**
- (ii) **where officers are eligible to move by more than one increment beyond their top salary, they should have drawn the first increment for at least 12 months;**
- (iii) **they should have been efficient and effective in their performance during the preceding year; and**
- (iv) **they should not be under report.**

The above conditions are termed as “**Performance Criteria**”.

### Mental Wellbeing

28. Both the Federations and MPSAR highlighted that mental wellbeing is essential for improved performance and productivity. The Bureau also recognises same as a strategic catalyst for enhancing workforce productivity, as it focuses on prevention, resilience and support. Despite the growing global and local awareness on the issue, persistent workplace stressors and stigma continue to erode employee engagement and output. Concerns over the sedentary lifestyle of public officers have also been underscored, with caution on “**sitting as the new smoking.**” To address these challenges, the Bureau has made a few provisions in the **Chapter Risk, Insurance and Compensation in Volume 1 of this Report**, to embed both mental and physical wellbeing into organisational frameworks, through targeted interventions that foster resilience, reduce absenteeism, optimise performance and improve productivity.

### Special Professional Retention Allowance

29. The Special Professional Retention Allowance (SPRA), introduced in the 2008 PRB Report to address skills shortages in the fields of Engineering, Architecture, and Quantity Surveying, was maintained in subsequent PRB Reports.

30. However, based on the findings of surveys carried out in the context of the 2016 PRB Report, the payment of SPRA was maintained up to 31 December 2016. Consequently, it was recommended that officers who have availed of this allowance and who leave or retire from the service should no longer be required to refund same. **We are reiterating this provision.**

## Recommendation 2

31. **We recommend that officers who benefitted from the Special Professional Retention Allowance (SPRA) up to 31 December 2016 and are now leaving or retiring from the service, should no longer be required to refund the amount received under this scheme.**

### Special Professional Premium

32. Appropriate recommendations have been made for the payment of a monthly Special Professional Premium to:
- (i) registered professionals in the fields of Engineering, Architecture and Quantity Surveying, as provided under the Ministry of National Infrastructure in Volume 2 Part I of this Report; and
  - (ii) registered professionals in the field of Town Planning, as provided under the Ministry of Housing and Lands in Volume 2 Part I of this Report.
33. **These provisions should equally apply to registered professionals serving in the above mentioned fields in the Parastatal Bodies.**

### Safety and Health

34. For the last review, the Bureau provided for a mechanism to organisations with a staff complement of less than 100 employees to benefit from the services of a Safety and Health Officer/Senior Safety and Health Officer posted at the MPSAR instead of employing an officer on a full-time or part-time basis. We are maintaining the provision.

## Recommendation 3

35. **We recommend that Management of organisations with less than 100 employees may liaise with the MPSAR, through their parent Ministry, to have recourse to the services of a Safety and Health Officer/Senior Safety and Health Officer of the MPSAR, whenever required, against payment of an allowance.**

### General Services

#### Structure of General Services

36. The hierarchical structure of General Services grades differs across Parastatal Bodies with some organisations operating two parallel structures. To ensure consistency among PSBs, we are in this Report revisiting the mode of appointment and the qualifications requirements for the different grades of the General Services, whilst abolishing/restyling certain grades. We are also providing for appropriate transitions. In so doing, we have tried to ensure that our recommendations, wherever applicable, do not jeopardise the promotional prospect of serving employees. Employees have, to the extent possible, not been debarred from acceding to higher levels thus safeguarding their interests. We have also provided for new promotional avenue for incumbents in certain grades.

**Clerical Officer****Recommendation 4**

37. We recommend that appointment to the grade of Clerical Officer be by selection from among candidates who:
- (a) 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;
  - (b) 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
  - (c) are computer literate.

**Management Support Officer****Office Management Assistant****Office Superintendent****Recommendation 5**

38. We recommend that appointment to the grade of Management Support Officer should be made by selection from among officers in the grades of Clerical Officer, Clerical Officer *formerly Clerical Officer/Higher Clerical Officer* and Clerk/Word Processing Operator reckoning at least four years’ service in a substantive capacity in their respective grade. In the absence of qualified officers on the establishment of the organisation, appointment to the grade of Management Support Officer be made by selection from among officers in the grades of Clerical Officer, Clerical Officer *formerly Clerical Officer/Higher Clerical Officer* and Clerk/Word Processing Operator in the public sector and who reckon at least four years’ service in a substantive capacity in their grade.
39. Incumbents in the grade be required, among others, 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.

**Recommendation 6**

40. We also recommend that appointment to the grade of Office Management Assistant should be made by selection from among officers in the grades of Executive Officer (Personal) and Management Support Officer reckoning at least four years’ service in the Cadre.
41. Incumbent would be required, inter alia, to carryout, under supervision and in accordance generally with administrative regulations or an established code of administrative practice, duties requiring a good understanding of policies and the

conduct of business of the organisation as well as serving the policy making process in particular for interpreting policy directives and their implementation with a measure of final responsibility; provide administrative support in general administration, human resource management, finance and procurement and supply; assist in the organisation of official functions, induction and training programmes and other activities; manage and ensure safekeeping of official records; ensure the keeping of proper, complete and up-to-date human resource/financial records; and coordinate and supervise the work of subordinate staff.

### **Recommendation 7**

**42. We additionally recommend that appointment to the grade Office Superintendent should be made by selection from among officers in the grade of Office Management Assistant on the permanent and pensionable establishment of the organisation who reckon at least 10 years' service in a substantive capacity in the grade or an aggregate of at least 12 years' service in the Executive Cadre and who:**

- (a) have sound judgement and initiative as well as interpersonal and communication skills;**
- (b) are prompt in problem solving, highly committed, proactive and resourceful; and**
- (c) possess leadership qualities.**

**43. Incumbent in the grade of Office Superintendent would be required, among others, to carry out the executive function in support of the policy formulation and policy implementation process; approve, wherever necessary, decisions made by subordinates in the context of established policy and make appeal through the policy making process for determining questions outside the scope of established policy; delegate responsibility and authority, and organise the work and train and manage the personnel with the aim of achieving the efficient performance of related sets of functions; organise official functions; provide proper office furniture and equipment; ensure effective use of office equipment and make arrangements for their proper repairs and maintenance; monitor use of vehicles; and organise transport for official purposes.**

**44. We further recommend:**

- (a) that over and above the duties mentioned at paragraphs 39, 41 and 43 and depending upon the specificity of the organisation, Management may include other specific duties in the schemes of service of the grades of Management Support Officer, Office Management Assistant and Office Superintendent, provided they commensurate with the level of operation of the respective corresponding grade.**
- (b) organisations may, on a need basis and depending on operational requirements, create the grade of Office Management Assistant and**

**Office Superintendent on their establishment by proceeding through the normal procedure adopted for creation of a level.**

### **Training for Officers in the General Services**

45. Officers of the general services are provided with relevant and work related courses to keep them abreast of new development in their fields and develop their skills and competencies for enhanced service delivery. In view of its relevance, the Bureau is making appropriate provisions.

### **Course for Clerical Officer**

#### **Recommendation 8**

46. **We recommend that the MPSAR, in consultation with Parastatal Organisations and their respective parent Ministry should mount and run appropriate training programmes for incumbents in the grade of Clerical Officer to render them skilled and polyvalent.**

### **Advanced Course for Office Management Assistant**

#### **Recommendation 9**

47. **We recommend that:**
- (i) **the MPSAR in consultation with the Parastatal Organisations through their parent Ministries should mount the Advanced Course in Effective Office Management and Supervision for incumbents in the grade of Office Management Assistant in PSBs; and**
  - (ii) **officers in the grade of Office Management Assistant, 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.**

### **Confidential Secretaries**

#### **Qualifications Requirement for the grade of Confidential Secretary**

48. Management of some PSBs have highlighted that they are still encountering difficulties in recruiting officers in the grade of Confidential Secretary. To alleviate this problem, we are bringing further amendments to the mode of appointment of the grade and recommending accordingly.

#### **Recommendation 10**

49. **We recommend that appointment to the grade of Confidential Secretary should be made by selection from among serving officers in the grades of Senior Word Processing Operator and Word Processing Operator reckoning at least 10 years' service in a substantive capacity in the Cadre and possessing a Certificate in Word Processing.**

**Advanced Secretarial Course****Recommendation 11**

50. **We recommend that:**

- (i) **the MPSAR in consultation with the Parastatal Organisations through their parent Ministries should make arrangement for Confidential Secretaries of PSBs to follow the Advanced Secretarial Course; and**
- (ii) **on successful completion of the Advanced Secretarial Course, Confidential Secretaries, should continue to be granted one increment, at point reached, subject to the top salary of the grade.**

**Human Resource Officer/Senior Human Resource Officer**

51. With a view of rationalising the qualifications requirement of the grade of Human Resource Officer/Senior Human Resource Officer, appropriate recommendation was made in the last Report. We are, in this report, reiterating the mode of appointment of the grade.

**Recommendation 12**

52. **We recommend that appointment to the grade of Human Resource Officer/Senior Human Resource Officer in the PSBs should be made by selection from among candidates possessing a Diploma in Human Resource Management or Personnel Management from a recognised institution or an equivalent qualification and reckoning at least three years' experience in Human Resource Management.**

53. Incumbent would be required, *inter alia*, to: advise on human resource matters in accordance with rules and regulations; draft and process schemes of service; act as Member/Secretary of boards and committees relating to human resource matters; attend to Court/Tribunal and other related institutions in respect of cases relating to HR matters and ensure proper follow-up action; assist in the preparation of HR proposals in the context of budgetary exercise and conduct of HRP/assessment exercise; monitor the attendance of officers in line with established guidelines; and supervise and provide proper guidance and coaching to subordinate staff.

54. Officers in the grade of Human Resource Officer/Senior Human Resource Officer possessing a Diploma in Human Resource Management or a Diploma with Human Resource Management as a major component or an equivalent qualification are allowed to move incrementally in the Master Salary Scale up to salary point Rs 47675. The present arrangement is being maintained with the revised salary point.

**Recommendation 13**

55. **We recommend that incumbents in the grade of Human Resource Officer/Senior Human Resource Officer, who possess a 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 60600, provided they satisfy the criteria set at paragraph 27 of this Chapter.**

### **Procurement and Supply Cadre**

56. The mode of appointment for grades pertaining to the Procurement and Supply Cadre in Parastatal Bodies were harmonised in the 2021 PRB Report. We are reiterating these provisions for the sake of consistency across PSBs and reviewing the length of service required for eligibility to the post of Senior Procurement and Supply Officer.

### **Recommendation 14**

57. **We recommend that appointment to the grade of Assistant Procurement and Supply Officer should continue to be made by selection from among officers in the grades of Clerical Officer, Clerical Officer *formerly Clerical Officer/Higher Clerical Officer* and Clerk/Word Processing Operator on the establishment of the organisation, possessing a Cambridge Higher School Certificate and reckoning at least four years' service in a substantive capacity in their respective grade. In the absence of qualified serving officers in the organisation, appointment thereto should be made by selection from among officers in the Public Sector possessing a Cambridge Higher School Certificate and reckoning at least four years' service in a substantive capacity in their respective grade.**
58. Incumbent would be required, among others, to: perform procurement, supply and stock control operations as well as maintain updated records of transactions in compliance with the Financial Management Kit and regulations made under the Public Procurement Act 2006 and other regulations in force, as appropriate; assist in any assignment related to procurement, supply and stock control operations; operate e-procurement and inventory management systems; and assist in the proper up-keeping of equipment.
59. **We also recommend that:**
- (i) **the grade of Procurement and Supply Officer should continue to be filled by promotion, on the basis of experience and merit, of officers in the grade of Assistant Procurement and Supply Officer on the establishment of the organisation reckoning at least four years' service in a substantive capacity in the grade and possessing a Certificate in Procurement and Supply Management or a Certificate in Purchasing and Supply Management. In the absence of qualified serving officers in the organisation, appointment to the grade should be made from among candidates possessing a Cambridge Higher School Certificate together with a Certificate in Procurement and Supply Management or a Certificate in Purchasing and Supply**

**Management and reckoning at least four years' experience in Procurement and Supply; and**

- (ii) **the grade of Senior Procurement and Supply Officer should, henceforth, be filled by promotion, on the basis of experience and merit, of officers in the grade of Procurement and Supply Officer possessing a Diploma in Procurement and Supply Management or Purchasing and Supply Management and reckoning at least four years' service in a substantive capacity in the grade.**

- 60. We reiterate that organisations requiring specific grades for performing procurement duties should, in the first instance, create the grade of Assistant Procurement and Supply Officer, which is the first level in the Procurement and Supply Cadre.**

#### **Senior Procurement and Supply Officer (Future Holder)**

#### **Procurement and Supply Officer/Senior Procurement and Supply Officer**

#### **Recommendation 15**

- 61. We recommend that officers in the grades of Senior Procurement and Supply Officer (Future Holder) and Procurement and Supply Officer/Senior Procurement and Supply Officer possessing a Diploma in Purchasing and Supply Management or Procurement and Supply Management or an equivalent qualification should be allowed to move incrementally in the Master Salary Scale up to salary point Rs 60600 provided they satisfy the performance criteria as set out at paragraph 27 of this Chapter.**

#### **Qualification requirements for the grades performing finance, accounting and audit duties**

- 62. There is a panoply of grades at different level responsible for the performance of finance, accounting and audit duties in PSBs. However, the Bureau has observed that the mode of appointment to these grades varies considerably across organisations. To this effect, we are rationalising the qualifications requirement of these grades, which should also apply to the new levels being provided in the Report. We are also restyling the grades of the Internal Control Cadre to a more appropriate appellation and making certain specific provisions for these grades.**

#### **Accounts Clerk**

#### **Recommendation 16**

- 63. We recommend that appointment to the grade of Accounts Clerk should be made by selection from among candidates possessing a Cambridge Higher School Certificate with a pass at "Principal level" in Accounting or ACCA Level 1 or an equivalent qualification and reckoning at least four years' experience in finance/accounting/audit duties.**

**Accounts Officer****Recommendation 17**

**64. We recommend that:**

- (i) appointment to the grade of Accounts Officer should be made from among Accounts Clerks reckoning at least four years' service in a substantive capacity in the grade; and**
- (ii) in organisations where the grade of Accounts Clerk does not exist or the profile of officers on establishment does not match the requirement set, the grade of Accounts Officer should be filled from candidates possessing a Diploma in Public Sector Financial Management or Accountancy or Finance or an equivalent qualification and reckoning at least four years' experience in finance/accounting/audit duties.**

**Assistant Financial Operations Officer****Recommendation 18**

**65. We recommend that appointment to the grade of Assistant Financial Operations Officer should be made by selection from among incumbents in the grades of Clerical Officer, Clerical Officer/Higher Clerical Officer and Clerk/Word Processing Operator reckoning at least four years' service in a substantive capacity in their respective grade.**

**Financial Operations Officer and Financial Operations Officer/Senior Financial Operations Officer****Recommendation 19**

**66. We recommend that:**

- (i) the grades of Financial Operations Officer and Financial Operations Officer/Senior Financial Operations Officer should be filled from among Assistant Financial Operations Officers reckoning at least four years' service in a substantive capacity in the grade; and**
- (ii) in organisations where the grade of Assistant Financial Operations Officer does not exist or the profile of officers on establishment does not match the requirement set, appointment to the grade of Financial Operations Officer and Financial Operations Officer/Senior Financial Operations Officer should be made by selection from among candidates possessing a Diploma in Public Sector Financial Management or Accountancy or Finance or an equivalent qualification and reckoning at least four years' experience in finance/accounting duties.**

**Senior Financial Operations Officer****Recommendation 20**

67. We recommend that the length of service required for the grade of Senior Financial Operations Officer should be four years.
68. We further recommend that officers in the grade of Financial Operations Officer/Senior Financial Operations Officer and Senior Financial Operations Officer (Future Holder) possessing a Diploma in Public Sector Financial Management or Accountancy or Finance from a recognised institution or an equivalent qualification should be allowed to move incrementally in the Master Salary Scale up to the salary point of Rs 60600 provided they meet the performance criteria laid down at paragraph 27 of this Chapter.

**Accountant and Internal Auditor****Recommendation 21**

69. We recommend that appointment to the grades of Accountant, Accountant/Senior Accountant, Internal Auditor and Internal Auditor/Senior Internal Auditor should be made from candidates who possess:
- A. a pass at the final examination required for admission to membership of one of the following bodies:
- (a) the Institute of Chartered Accountants of England and Wales;
  - (b) the Institute of Chartered Accountants of Scotland;
  - (c) the Institute of Chartered Accountants of Ireland;
  - (d) the Association of Chartered Certified Accountants;
  - (e) the Institute of Chartered Accountants of India;
  - (f) the Chartered Institute of Management Accountants; and
  - (g) the South African Institute of Chartered Accountants
- Or
- an equivalent professional accountancy qualification; and
- B. who are registered with the Mauritius Institute of Professional Accountants in accordance with Section 51 of the Financial Reporting Act 2004.

**Internal Audit Cadre*****formerly Internal Control Cadre***

70. In line with provisions made for the Civil Service, we are restyling the grades of the Internal Control Cadre to more appropriate appellations.

**Recommendation 22**

71. We recommend that the Internal Control Cadre, wherever they exist, should be restyled as hereunder:

Grade	Restyled to
Senior Internal Control Officer	Senior Internal Audit Officer
Internal Control Officer/Senior Internal Control Officer	Internal Audit Officer/Senior Internal Audit Officer
Internal Control Officer	Internal Audit Officer

**Internal Audit Officer/Senior Internal Audit Officer**  
*formerly Internal Control Officer/Senior Internal Control Officer*

**Internal Audit Officer**  
*formerly Internal Control Officer*

**Recommendation 23**

72. We recommend that appointment to the grade of Internal Audit Officer *formerly Internal Control officer* and Internal Audit Officer/Senior Internal Audit Officer *formerly Internal Control officer/Senior Internal Control Officer* should be made by selection from among candidates who have successfully completed all papers of Fundamentals (Knowledge) and Paper F4 of Fundamentals (Skills) of the ACCA Examinations or have obtained the Certificate in Business Accounting (Foundation Level) of the CIMA Examinations (New Syllabus) or possess equivalent qualifications and reckoning at least four years' experience in finance/accounting/audit duties.

**Senior Internal Audit Officer (Future Holder)**  
*formerly Senior Internal Control Officer*

**Recommendation 24**

73. We recommend that appointment to the grade of Senior Internal Audit Officer (Future Holder) *formerly Senior Internal Control officer* should be made by promotion, on the basis of experience and merit, of officers in the grade of Internal Audit Officer *formerly Internal Control Officer* reckoning at least four years' service in a substantive capacity.
74. We further recommend that officers in the grade of Internal Audit Officer/Senior Internal Audit Officer *formerly Internal Control officer/Senior Internal Control Officer* and Senior Internal Audit Officer (Future Holder) *formerly Senior Internal Control officer* having successfully completed all Papers of Fundamentals (Knowledge) and having obtained passes in Papers F4, F5 and F8 of Fundamentals (Skills) or possessing the Certificate in Business Accounting (Foundation Level) and having obtained passes in Papers P1, P7 and P8 of the Advanced Diploma in Management Accounting (Managerial Level) of the CIMA Examinations (New Syllabus) or an

equivalent qualification should be allowed to move incrementally in the Master Salary Scale up to the salary point of Rs 60600 provided they meet the performance criteria laid down at paragraph 27 of this Chapter.

### **Accounting Technician/Senior Accounting Technician**

#### **Accounting Technician**

##### **Recommendation 25**

75. We recommend that appointment to the grade of Accounting Technician and Accounting Technician/Senior Accounting Technician should be made by selection from among candidates possessing passes in Papers F1, F2 and F3 of the ACCA Fundamentals (Knowledge) and any four papers of ACCA Fundamentals (Skills) or possessing an equivalent qualification and reckoning at least four years' post qualification experience in accounting/finance/audit duties.
76. We further recommend that incumbents should be allowed to proceed beyond the QB in the salary scale only after obtaining the full ACCA Fundamentals.

#### **Senior Accounting Technician**

##### **Recommendation 26**

77. We recommend that appointment to the grade of Senior Accounting Technician should be made by promotion, on the basis of experience and merit, of officers in the grade of Accounting Technician reckoning at least four years' service in a substantive capacity.
78. We also reiterate that organisations which do not have dedicated grades for performing finance/accounting/audit duties and need to create a grade for the performance of such duties should, in the first instance, create the first level only.
79. We further recommend that organisations where the qualification requirement is different from the above recommendations, should make necessary amendments to the schemes of service in line with the above provisions.

#### **IT Grades**

80. In Parastatal Bodies (PSBs), the responsibility for IT functions devolves upon officers at various grades or levels, depending on the extent to which IT systems have been adopted. In some organisations, officers at the professional level are in charge, while in others, a professional cadre comprising two or three levels exists. Upon examining the IT structures across PSBs, the Bureau has found that the grade appellations and the number of years of post-qualification experience required at entry level vary. In addition, when reviewing the duties and

responsibilities assigned to each grade, it was observed that there was significant overlap among them.

81. For this review exercise, certain organisations have requested the Bureau to abolish specific entry-level grades and to introduce new grades with different appellations. However, the qualification requirements and duties and responsibilities have remained largely the same, with only minor adjustments. Similarly, the Bureau has identified certain inconsistencies at other levels or grades. To enhance operational effectiveness, eliminate duplication of functions, and establish a clear and coherent hierarchy that promotes performance, the Bureau is rationalising IT grades and cadres across PSBs, as outlined in the ensuing paragraphs. Wherever the salary of the grade of IT Manager was out of line of the pay policy of the Bureau, it has been made personal. In the event, the need for the grade is still felt, the necessary procedures should be followed for the creation of the appropriate level.

## IT Analyst

### Recommendation 27

82. **We recommend that appointment to the grade of IT Analyst should be made by selection from among candidates possessing a Degree in Computer Science or Information Technology or Information Science or IT related field or an equivalent qualification and reckoning at least two years' post-qualification experience in the field of IT.**
83. Incumbent would be required, *inter alia*, to perform database, network and systems administration; design, develop, maintain, implement and deploy IT systems and train end-users thereon; liaise with external service providers; take preventive measures to ensure adequate capacity and availability of storage and computing systems; monitor performance to ensure optimum efficiency; provide and maintain up-to-date documentation of implemented systems with regard to operational manuals; ensure compliance with ICT standards, guidelines and methodologies; update and maintain website; assist in procurement of IT equipment; create and manage user accounts; set permissions and control access rights; implement security settings; conduct security tests to protect the organisation's systems; and perform any IT related duties.

## Senior IT Analyst

### Recommendation 28

84. **We recommend that appointment to the grade of Senior IT Analyst should be by selection from among officers in the grade of IT Analyst reckoning at least two years' service in a substantive capacity in the grade and from candidates possessing a Degree in Computer Science or Information Technology or Information Science or IT related field or an equivalent qualification and reckoning at least four years' post-qualification experience in the field of IT.**

**Office Auxiliary Cadre**  
**formerly Office Attendant Cadre**

**Office Care Attendant Cadre**

85. The main demand from Unions pertained to restyling the grades of the Office Attendant Cadre coupled with alignment of salary with what obtains in the Civil Service. In examining the requests, the Bureau has observed that the duties being performed by employees in the Office Attendant Cadre/Office Care Attendant Cadre in the Parastatal Bodies are similar to those performed by employees of the Office Auxiliary Cadre in the Civil Service and Local Authorities. For the sake of uniformity, we are, therefore, harmonising/revisiting the structure of the Office Attendant Cadre/Office Care Attendant Cadre and the qualifications requirement.

**Recommendation 29**

86. **We recommend that:**

- (i) **the grades of Office Attendant or Office Care Attendant be restyled Office Auxiliary/Senior Office Auxiliary;**
- (ii) **appointment to the grade of Office Auxiliary/Senior Office Auxiliary formerly Office Attendant or Office Care Attendant should, in future, be made by selection from among serving employees possessing a Cambridge School Certificate or have obtained passes on one certificate at the General Certificate of Education "Ordinary Level". In the absence of qualified serving employees, by selection from among candidates possessing a Cambridge School Certificate or have obtained passes on one certificate at the General Certificate of Education "Ordinary Level";**
- (iii) **the grade of Senior Office Attendant be made evanescent, wherever applicable and a personal salary has been provided for incumbents in post;**
- (iv) **the grade of Senior/Head Office Attendant, wherever applicable, be restyled Head Office Auxiliary; and**
- (v) **a grade of Head Office Auxiliary be created in organisations where the existing grade of Senior Office Attendant has been made evanescent.**

87. **We also recommend that appointment to the grade of Head Office Auxiliary should be made by promotion, on the basis of experience and merit, of employees in the grade of Office Auxiliary/Senior Office Auxiliary formerly Office Attendant or Office Care Attendant reckoning at least five years' service in a substantive capacity in the Cadre.**

88. **We, however, recommend that in organisations where the grade of Senior Office Attendant has been made evanescent, appointment to the grade of Head Office Auxiliary should continue to be made from Senior Office Attendant (Personal). Upon complete phasing out of the latter grade, the**

**mode of appointment of Head Office Auxiliary should, thereafter, be in line with recommendation made at above paragraph.**

89. Incumbent in the grade of Head Office Auxiliary would, among others, be required to: plan, organise, supervise and control the work of Office Auxiliary/Senior Office Auxiliaries and employees working under his responsibility; provide training and guidance to subordinate staff; report to his immediate supervisor any problem or difficulty noted and advise on remedial action, where appropriate; ensure that the physical environment of office premises is maintained at a good standard; guide visitors and attend to calls, as and when required; and perform the duties of Office Auxiliary/Senior Office Auxiliary as and when required.
90. Incumbent in the grade of Office Auxiliary/Senior Office Auxiliary would, *inter alia*, be required to: assist the Head Office Auxiliary and where no Head Office Auxiliary is posted, he would plan, organise, supervise and control the work of employees under his responsibility; collect and deposit keys; open and close offices; run official errands including despatch of correspondence, forms and materials, distribution of files, documents and faxes; perform simple binding duties; guide visitors to schedule officers and maintain a record of visits; clean office premises; and operate a telephone switchboard/PABX console.

**Chemical Sprayer Operator**  
***formerly Insecticide Sprayer Operator***  
***Herbicide Sprayerman***

91. In line with what obtains in the Civil Service, we are restyling the grades of Insecticide Sprayer Operator and Herbicide Sprayerman and providing an allowance to incumbents for being regularly exposed to noxious chemicals in the performance of their duties.

**Recommendation 30**

92. **We recommend that:**
- (i) **the grades of Insecticide Sprayer Operator and Herbicide Sprayerman be restyled Chemical Sprayer Operator; and**
  - (ii) **employees in the grade of Chemical Sprayer Operator *formerly Insecticide Sprayer Operator and Herbicide Sprayerman* be paid a monthly non-pensionable allowance equivalent to one and a half increments at the initial of the salary scale for being regularly exposed to and for handling noxious chemicals.**
93. **We also recommend that Management should make necessary arrangements with Health Authorities for Chemical Sprayer Operator *formerly Insecticide Sprayer Operator and Herbicide Sprayerman* as well as their immediate supervisors to undergo a health surveillance.**

## Miscellaneous

94. The underlying existing provisions under Chapter 'Workmen's Group-General' of Volume 2 Part I of this Report are also applicable to counterparts in the Parastatal and Other Statutory Bodies and Private Secondary Schools.

Conditions/Allowances	Paragraph	Recommendation
Collection and deposit of keys at Police Stations	42.28	10
Making and Serving Tea/Coffee	42.88	33
Washing of Towels/Tablecloth/Curtains/ carpets/doormats	42.90	34
Bulk Photocopy	42.92	35
Cleaning of Lavatories	42.94	36
Surveillant	42.96	37

## General Terms and Conditions of Service

95. The recommendations made in Volume 1 of this Report should also apply to employees of the PSBs reported upon by the Bureau.

## Specific Representations from Federations

96. Certain Federations requested for the establishment of a Parastatal Body Service Commission, along the same lines as the Public Service Commission and Disciplined Forces Service Commission; the same conditions to apply when an employee moves from an approved service to the Civil Service, as those obtained when a Civil Servant joins a Parastatal Body or Local Authority; and the grant of post-retirement VIP facilities to Senior Civil Servants and Presidents of Federations of staff associations, as obtain in foreign jurisdictions.
97. As these issues go beyond the scope of the Bureau, they were advised to submit them to Government for consideration.

## Main proposals of Individuals/Unions/Federations/Management

98. For this Report, the Bureau received a total of around 15400 representations. Listing all of these would have undoubtedly rendered the Report unnecessarily more voluminous. Among these representations, certain are common to all the Individuals/Unions/Federations/Management.
99. Further, the Unions/Federations have requested for a concise Report, written in a simpler language to ease understanding and avoid any misinterpretation of our recommendations, thereby ensuring consistency in their implementation. In this perspective, only the main representations for Individuals/Unions/Federations/

Management have been mentioned. As for the common representations, since the same approach has been used during their examination by the Bureau, we are providing adequate explanations in respect thereof in the ensuing paragraphs.

#### *Risk Allowance*

100. With regard to the request for the grant of Risk Allowance, the Bureau has provided an appropriate mechanism, namely the Departmental Safety and Health Committee, to determine the eligibility thereof, as set out in the Chapter Risk, Insurance and Compensation in Volume 1 of this Report.

#### *Filling of Posts/Establishment Size*

101. Numerous representations were received regarding the filling of vacant posts and increase in establishment size. To this end, the Bureau has, in the Chapter on Recruitment, Promotion and Retention, highlighted the need for Management/ Departments/Organisations to undertake a mandatory Human Resource Planning exercise with a view to, among others, determining the right number of staff required in each grade for effective delivery of their mandate.

#### *Conditions of Service*

102. Proposals regarding general Conditions of Service have been studied in a holistic manner and discussed with Federations of Unions and the MPSAR. Appropriate recommendations have subsequently been made in the relevant Chapters in Volume 1 of this Report.

#### *Creation/Merging of Grades*

103. In principle, grades are created on the basis of functional requirements, which in most cases have not been met. Further, we have not provided another level merely for the sake of ensuring a promotional path to officers while the impact would be on the organisation's capacity of service delivery or in terms of cost effectiveness. Merging of grades has been recommended where it was found to be consistent with the needs of the organisation or where there was major overlapping of duties, rendering supervision from the higher level superfluous.

#### *Upgrading of Salary*

104. All requests for salary upgrading were examined in the light of the job evaluation exercise conducted, taking into consideration, *inter alia*, all duties and responsibilities devolving on the grade, the evolution since the last Report, change in/additional qualifications required, a re-orientation of the sector as per Government decision. However, in some cases, the Bureau was unable to re-assess the grades in the absence of job-related information resulting from the non-submission of the Job Description Questionnaires, among others.

#### *Restyling of Grades*

105. Concerning restyling of grades, requests were favourably considered where the current job titles have become outdated; or do not portray a clear description of the duties performed. In some cases, grades have been retitled owing to legal

requirements or where there was need for harmonisation. In quite a few instances, the demands for restyling were mainly to align on grades which carry a higher salary, implying a request for salary upgrading. The Bureau did not accede to such proposals.

#### *Upgrading of Qualifications Requirement*

106. Qualifications requirement is normally amended when there is a change in the essential/core duties and responsibilities of a grade and the existing qualifications are no longer adequate for the effective performance of the job. Where the current qualifications are deemed appropriate for the level of duties performed, they have been maintained. In many cases, the requests were simply made with the intention that the higher qualifications would fetch higher salaries and, therefore, lacked solid basis.

#### *Duty Remission/Payment of Mileage Allowance*

107. Many proposals were received for the grant of 70% duty remission and payment of mileage allowance. These proposals have been examined against a set of criteria together with the findings of the survey on Travelling and Car Benefits to determine eligibility. With regard to mileage allowance, appropriate provisions already exist concerning the rate payable per km whereas the authority to approve claims in respect of official travelling rests on Management.

#### *Training*

108. Demands, particularly from the staff side, have been made for the provision of training facilities to officers. The Bureau has underscored the importance of training and has made appropriate recommendations thereon.

