REVIEW

OF

PAY AND GRADING STRUCTURES

AND

CONDITIONS OF SERVICE

IN

THE PUBLIC SECTOR

(Civil Service, Parastatal and Other Statutory Bodies, Local Authorities and Rodrigues Regional Assembly)

AND

THE PRIVATE SECONDARY SCHOOLS

VOLUME 1

GENERAL BACKGROUND

&

RELATED ISSUES

AND

CONDITIONS OF SERVICE

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1. INTRODUCTION

1.1 In February 2023, approval was obtained for the Pay Research Bureau to embark on the preparation of its 10th Report on Pay and Grading Structures and Conditions of Service in the Public Sector. The last Report was effective as from 01 January 2021 but published in October 2021. This delay in publication was caused by the unprecedented sanitary situation brought about by the Pandemic, which took a toll on the economy and worldwide.

1.2 Further to the publication of the 2021 PRB Report in October 2021, an Addendum Report to the latter was published in August 2022 to address certain genuine errors and omissions caused in the wake of the Main Report. Such occurrences are bound to happen given the extensiveness of such a review.

1.3 The present Report also has been carried out in no less difficult circumstances, particularly in the prevailing financially constrained environment. This situation has been highlighted in the "State of the Economy" Report of Government and equally reflected in Budget Estimates for the Financial Year 2025-2026.

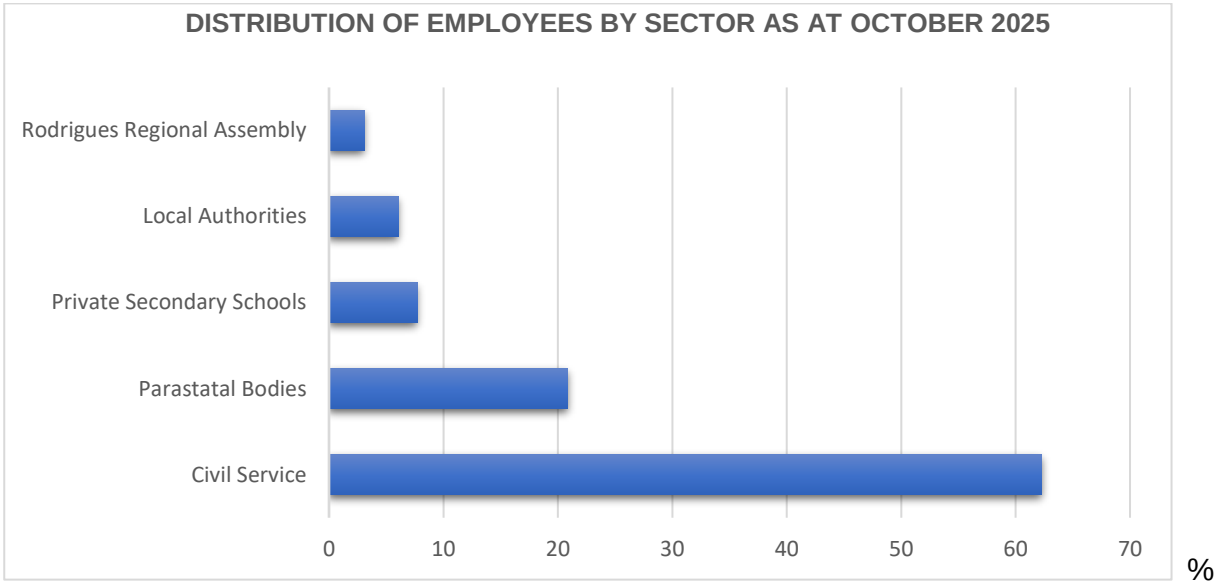
1.4 On the other hand, the continuous upward trend in overall prices, with a marked increase in basic and food commodities, among others, has led to a serious rise in the cost of living. This adverse effect is more deeply felt among our remit group since the economy is moving closer towards consumerism. Therefore, considering the present economic situation and the legitimate aspirations of our stakeholders for a better pay package to alleviate their hardship, it has been an almost impossible task, if not a gargantuan one, to strike the right balance.

1.5 Compared to previous ones, this review exercise has proved to be even more daunting especially with the impact of the minimum wage spillovers. The significant increase in the National Minimum Wage to Rs 16500 (inclusive of Additional Remuneration) as from January 2024, had far reaching effects on public sector pay. This not only led to an adjustment in salaries in the Private Sector, but also spurred strong demands from Federations for parity of treatment, that is, salaries in the Public Sector to be adjusted to restore existing relativities among the various grades. As an interim measure to address the issue of salary relativity, pending the publication of the 2026 PRB Report, Government granted as from 01 July 2024, a monthly allowance equivalent to 5% of the 2024 basic salary drawn, subject to a maximum of Rs 2000 to all Public Sector employees.

1.6 The above measure coupled with the tapering increases granted annually for compensation in the rise of cost of living has further compressed the salary structure. As a result, the salary ratio 1:6.2 of the General Worker to the Permanent Secretary, set in the 2021 PRB Report, now stands at 1:5.2.

1.7 Concerning recruitment and retention in the Public Sector, we observed that organisations faced such difficulties to a varying degree. A detailed analysis and the causes of these difficulties are presented under Chapter Recruitment, Promotion and Retention. It was found that recruitment and retention problems do not necessarily relate to remuneration and each case must be considered in the light of its particular circumstances. Moreover, data on applications in response to job advertisements in the Civil Service show that for most of the jobs, the Public Sector still remains attractive.

1.8 The size of our remit group hovered around 119420 as at October 2025, including some 28500 Government pensioners. The distribution of same is depicted sector-wise in the Bar Chart below:



1.9 For this Report, the Bureau received an array of representations on various subjects (pay, grading structures and conditions of service) from its different stakeholders, including those submitted on an individual basis, as shown in the Table hereunder:

Stakeholder	Number of Representations
Management	4200
Unions/Federations	9700
Individuals	1500

1.10 Representations made were carefully examined and discussed during meetings held at the Bureau. Meetings with Unions were invariably attended by representatives of Federations. At the very outset of all those meetings, Union members and the representatives of the Federations were carefully explained on the approach adopted, the parameters and the major factors that would be considered in framing our recommendations. Once meetings with

Unions, were completed, the Bureau met the Management of the different organisations for oral presentations of their submissions.

1.11 During consultations and while studying the representations, additional information or materials were requested from our stakeholders to enable a proper or thorough examination of certain of their requests. However, in many instances, these were not forwarded to the Bureau. Where the information was critical for decision taking, reminders were issued, but still to no avail. In such circumstance, we had no other option than to set aside the requests as we could not proceed further. **We consider that such passivity significantly undermines the improvement in Conditions of Service of employees/grades concerned.**

1.12 Despite all the difficulties encountered in carrying out a review exercise of such magnitude, we managed to formulate our policies without deviating from Government's overall vision and objectives for a prosperous, sustainable and inclusive future. Some other fundamentals considered in the framing of policies are:

(i) the unfavourable state of the economy coupled with Government's vision to bring expenditure at a sustainable level in the medium term. Affordability and sustainability of pay increases have been central in arriving at our recommendations;

(ii) relevant provisions of the National Wage Consultative Council Act and the need to take the National Minimum Wage as the baseline for the salary review;

(iii) our job evaluation framework and benchmarking exercise, among others, to set new pay relationships and rates between and within grades;

(iv) the evolution in the purchasing power since the last Report;

(v) the cumulative rate of inflation and its impact on purchasing power;

(vi) additional remuneration paid since the last salary review up to December 2025 to offset the cost of living;

(vii) the need to provide a fair and equitable pay package based on the various attributes of the job;

(viii) the need to consolidate the link between remuneration and performance; and

(ix) acceptability of the Report, bearing in mind Government's vision to, *inter alia*, protect the most vulnerable.

1.13 In a few cases, the rationale for granting certain allowances have been expressed in clearer terms for a more consistent implementation across all quarters. Some have been simply discontinued as they no longer served their purpose for some specific reason, while a few have been maintained on a personal basis. In general, allowances have been revised but we focused more on salary revision, the moreso it has a direct impact on benefits.

1.14 A general observation made by various Federations related to the size of the PRB Reports, which is considered too voluminous. Consequently, according to them, it is quite difficult at times, to grasp the gist of the different recommendations. They therefore requested for a concise Report along with simple language to ease understanding and avoid any misinterpretation. We took note of their qualms and to the extent practicable have kept the Report concise and simple. In most cases, the rationale for the course of action adopted has been provided. As regards the voluminousness of our Reports, this cannot be wholly addressed, given the size of our remit group, which, as a matter of fact, has further increased for this review, with some new Parastatal Bodies coming under our purview, along with a rise in the number of proposals received.

Layout of the Report

1.15 This Report consists of two Volumes. Volume 1 provides, among others, general provisions on some key areas relevant to the mandate of the Bureau, as well as recommendations meant to improve efficiency and effectiveness in the Public Service. The approach adopted in the conduct of this exercise as well as the different Conditions of Service applicable to our remit group have also been reported therein.

1.16 Volume 2 on the other hand is divided into four Parts (I to IV) with each Part dedicated to the specificities of the organisation in terms of pay structure, organisation structure and Conditions of Service, as below:

Part I : Civil Service

Part II : Parastatal and Other Statutory Bodies and the Private Secondary Schools

Part III : Local Authorities

Part IV : Rodrigues Regional Assembly

Implementation of our Recommendations

1.17 The recommendations contained in the Report including those relating to Organisation Structure and Conditions of Service should be implemented **within a period of up to 18 months**.

1.18 Partial implementation of recommendations may defeat the underlying spirit and lead to anomalies and inconsistencies. **The Report, therefore, should be considered in its globality and the recommendations contained therein as a package since they are inextricably intertwined.**

Effective Date

1.19 The date of implementation of this Report is **01 January 2026**, in accordance with the recommendation made in the last Report, namely for a general review to be carried out on a quinquennial basis.

Conversion and Master Salary Scale

1.20 The manner to proceed with the salary conversion exercise has been clearly explained in Chapter 20. A Master Salary Conversion Table has been provided at the end of this Volume as well as an Annex at the end of each Part of Volume 2.

1.21 The new Master Salary Scale is provided below. The recommended salary scales for all grades are a segment thereof:

Master salary scale: 17975 x 175 - 18500 x 200 - 18900 x 225 - 20925 x 250 - 22175 x 270 - 22445 x 300 - 26945 x 320 - 28865 x 350 - 30965 x 400 - 31765 x 425 - 33040 x 560 - 35840 x 725 - 37290 x 925 - 39140 x 970 - 46900 x 1050 - 49000 x 1100 - 54500 x 1450 - 58850 x 1750 - 62350 x 1850 - 67900 x 1900 - 75500 x 2250 - 86750 x 2500 - 94250 x 2750 - 102500 x 3750 - 110000 x 4000 – 134000.

The Way Forward

1.22 This review exercise has been conducted in difficult circumstances, dictated by the state's financial constraints and pressing demands by stakeholders to alleviate their economic hardship. Notwithstanding this conflicting state of affairs, we managed to reconcile both stands to the extent possible. Provisions have also been made to assist the Public Sector to meet the emerging challenges in different spheres.

1.23 However, the obtention of the expected results from our recommendations rests mainly on their correct and consistent implementation. The Ministry of Public Service and Administrative Reforms (MPSAR), therefore, has a primordial role to play in this process.

Acknowledgements

1.24 We are grateful for the valuable contributions made by all our stakeholders, namely Federations of Staff Associations, Unions, and Management of the different Ministries/Departments/Organisations, including the MPSAR, which is the main body responsible for the implementation of our Report. Their inputs, either through written or oral submissions as well as their views, have proved essential in the framing of policies and recommendations.

1.25 Our gratitude also goes to the Solicitor-General, Financial Secretary and Accountant-General for their co-operation and assistance. A special appreciation for the helpful contribution provided by the Secretary to Cabinet with regard to the vision and objectives of Government and issues pertaining to the Administrative Cadre.

1.26 Lastly, the Bureau wishes to thank, not only the technical staff of the PRB, but all its personnel, who have in one way or another, contributed in the preparation and publication of this Report. The fact that this review exercise has been conducted in challenging circumstances, which was further exacerbated by an important shortage of technical staff, is being acknowledged unequivocally.



2. APPROACH AND METHODOLOGY

2.1 This Chapter outlines the broad approach and methodology in conducting this 10th overall review. It also spells out the various difficulties/constraints encountered during this exercise of such magnitude.

Scope of the Review

2.2 Once approval was conveyed for the PRB to undertake this assignment, a communiqué was issued on our website to inform all our stakeholders. Concurrently, the Bureau mobilised both its technical and support staff and continued to update its website thereby displaying all the information that have been requested from the parties concerned. In parallel, technical staff were designated as desk officers to disseminate information as well as to attend to any technical queries.

2.3 The Bureau adopted its customary approach based on extensive consultations with a view to promoting greater transparency. A planned calendar of activities was established comprising consultative meetings and data collection exercises, among others. The consultative approach enabled two-way interactions with stakeholders and relevant clarifications were provided to all questions raised during those meetings.

Data Collection

2.4 To start our preparatory work, inputs were sought from our different stakeholders. Letters and Circulars were issued to Federations in June 2023 inviting them to submit their memorandum on Conditions of Service. Subsequently, Management of Civil Service, Parastatal Bodies, Local Authorities and Rodrigues Regional Assembly were requested in July 2023 by way of a Circular to provide updated information on their respective organisation, namely their vision, mission and objectives as well as the grades with the corresponding establishment size. Management was also requested to designate a senior officer who would act as a contact person/facilitator in providing all the required information to the Bureau and for making the necessary arrangements in connection with site visits and filling of Job Description Questionnaires, among others.

2.5 In August 2023, Unions were sent Circulars requesting them to submit their representations/proposals in respect of the grades they represented. The MPSAR was in turn requested in August 2023 to submit its views/proposals on Conditions of Service as well as on certain general issues. Another Circular was issued in September 2023 calling upon Management of Ministries/Departments/Organisations to furnish additional information, followed by another one concerning submission of their proposals.

2.6 Following a decision of the then Government that all new Parastatal Bodies would be governed by the PRB's regime, Circulars were sent to organisations concerned, with a view to gathering information as well as providing them the opportunity to submit their proposals for this Report.

2.7 Informative meetings were held with the representatives of the Parastatal Bodies concerned where they were apprised of the activities of the Bureau and the procedures adopted to collect job information and how to proceed in making their representations, among others.

2.8 Many organisations, however, did not respond to our Circulars by the deadline set, which was around end of year 2024. Consequently, a reminder was issued as the Bureau was finalising meetings with Management. Following the persistent non-response from some organisations, a second reminder was sent to them.

2.9 Until the publication of the Report, technical staff of the Bureau have been conscientiously seeking relevant information from different stakeholders through emails, letters and by telephone.

Surveys

2.10 With a view to capturing updated, relevant and factual information on different subjects regarding Conditions of Service and Pay, the Bureau carried out seven surveys as per the table below:

Survey No.	Date of Issue	Survey
1	12 December 2024	Recruitment and Retention Problems in the Public Sector
2	10 February 2025	Flexible Hours of Attendance and Flexible Working Arrangement in the Public Sector
3	19 February 2025	Training and Development in the Public Sector
4	11 March 2025	Travelling by Car in the Public Sector
5	04 April 2025	Recommendations made in the 2021 PRB/Addendum Reports which have not been implemented
6	04 April 2025	Recommendations made in Volume 1 of the 2021 PRB Report which have not been implemented
7	01 July 2025	Remuneration in the Public Sector

2.11 As at the closing date, several organisations did not respond to our surveys. In view thereof, a communiqué was issued on the Bureau's website to extend the deadline of most surveys up to 30 May 2025. Since the response rate was still very low as at that date, a reminder was issued to push the deadline to 30 June 2025. Findings of the Surveys are presented under the respective Chapter of this Volume.

Representations Received from Stakeholders

2.12 Further to the various representations received, around 15400 from Unions/Federations and Management including a few from individuals, they were invited to make their oral submission during consultative meetings held at the Bureau. Staff side mainly requested for, *inter alia:* review of salary, creation/merging/restyling of grades; enhanced Conditions of Service; upgrading of qualifications requirement; provision of appropriate training; grant of protective equipment; an increase in establishment size; and provision of a conducive working environment with special consideration on safety and health as well as mental wellbeing. Nevertheless, the key expectation of employees at all levels remains the grant of a high pay rise and improvement in other Conditions of Service.

2.13 Management's proposals were geared towards: creation of units/sections; creation/merging/abolition of grades; provision of enhanced salaries; redefining reporting lines; Reform Initiatives; and Training and Development.

2.14 Our recommendations were formulated following careful examination of all the proposals made by our stakeholders. Special attention was paid on the need to establish fair relativities, create better career path/earnings, improve working environment and enhance Conditions of Service, among others.

2.15 During their interactions with the Bureau, the stakeholders were informed that only those proposals found meritorious would be taken on board. Representations that were beyond the purview of this exercise could not be acted upon.

Site Visits

2.16 Wherever it was found necessary, site visits were conducted to gain first-hand experience and insight of the working conditions, job/duties performed and the work environment. Officers of the Bureau also interacted with employees and provided explanations/clarifications as needed. However, a few requests for site visits were not entertained as the information sought was already available in the freshly filled Job Description Questionnaires. Overall, the officers of the Bureau carried out 17 site visits in Parastatal Bodies and Ministries/Departments.

Consultations with Stakeholders

2.17 Prior to scheduling meetings with Federations, they were requested to submit their demands through their memorandum to enable an in-depth examination thereof, so that issues are better understood and informed responses are provided during ensuing consultative meetings. Unfortunately, except for the Federation of Parastatal Bodies and Other Unions (FPBOU), no other memorandum was received by the due date. In view of this inertia on the part of other Federations and its impact on the planned calendar of activities of the Bureau, a first meeting was scheduled on 18 September 2023 with the FPBOU. As still no memorandum was received from other Federations more than one month after the set due date, they were notified by way of letter dated 03 October 2023 that consultative meetings with them would resume after receiving their proposals on Conditions of Service and their views/comments on some general issues such as Greening of the Public Sector, Digitalisation of Government Services, Succession Planning, Homeworking and Artificial Intelligence, among others.

2.18 As from 15 November 2023, consultative meetings were scheduled with Unions of Parastatal Bodies, whereas those with Local Authorities were held in July 2024. Meetings with Unions of the Civil Service began on 01 August 2024. Representatives of Federations invariably attended the meetings held with Unions. At the very outset of all those meetings, Unions' members and the representatives of the Federations were carefully explained on the approach adopted, the parameters and the major factors that would be considered in framing our recommendations.

2.19 Once the meetings with Unions were over, the Bureau met the Management of different organisations to discuss their proposals and this lasted until end of June 2025. However, due to late submissions from certain grades, some meetings with Unions had to be held concurrently with those of Management. Representatives of MPSAR were present during all meetings with Management to provide clarifications related to Conditions of Service and implementation issues. As regards Parastatal Bodies and Local Authorities, a representative of the parent Ministry also attended the Management meetings to answer to any query.

2.20 By the end of March 2025, still no memorandum was received from the Federations. A reminder was, therefore, issued on 04 April 2025 requesting them to submit their proposals on Conditions of Service at latest by 21 April 2025. Meetings with Federations began on 12 May 2025 after receipt of their memorandum.

2.21 Extensive consultative meetings ensued with Federations on Conditions of Service. The latter were given the opportunity to elaborate on their proposals as well as to provide their views on certain issues such as Artificial Intelligence, Succession Planning and so on. They were informed during those meetings

which of the representations could be considered and the reasons for which others could not be entertained. These meetings were ongoing until July 2025.

2.22 Around 696 meetings were held with different stakeholders, including with individuals. Moreover, the Bureau held a few working sessions with officers of the Human Resource Cadre to provide explanations on some issues for a clear interpretation and proper implementation of PRB recommendations.

2.23 We note with concern that certain members of Unions chose to ignore the decorum of meetings held at the PRB including a few representing professional grades. The Bureau humbly considers that Federations must educate their members on behavioural traits like courtesy, respect and civility to foster constructive consultations.

Customer Satisfaction Survey

2.24 A Customer Satisfaction Survey was carried out using a customer feedback form. Our stakeholders were requested to fill same after each consultative meeting with them. The feedback forms captured the perception of our stakeholders on the way consultations were held and also invited their suggestions/proposals for enhancing customer satisfaction. The survey findings revealed that 100% of our stakeholders were satisfied with the way discussions/meetings were held. Nevertheless, a few proposals were made to improve the consultative process.

Visit to Rodrigues

2.25 As planned, the Bureau proceeded on its official mission to Rodrigues from 13 to 15 June 2024. The Director, accompanied by one Principal Job Analyst, held meetings with Federations, Staff, Unions and Management to explain the *modus operandi* of the Bureau for the upcoming Report as well as on the approach being adopted. Several salient issues were raised and request was made for the Bureau to have more meetings planned with them.

2.26 To maximise interactions with stakeholders, two visits were scheduled in April 2025. Initially, the Deputy Director proceeded on mission to hold meetings with all individual employees who have made a request for oral submissions. Thereafter, for the period 06 to 12 April 2025, the Directorate and a delegation of six officers proceeded to Rodrigues. Twenty meetings were carried out with Unions/Management and 200 interviews were conducted during the visit. Representatives of the MPSAR also attended the meetings with a view to bringing clarifications on issues pertaining to Conditions of Service.

Job Description Questionnaires

2.27 For this Report, Job Description Questionnaires (JDQs) were reviewed and made more user-friendly to facilitate the collection of updated job information. To ensure adequate representation of each grade under our purview, a random stratified sampling method was used. Updated lists of employees classified by

grades and postings served as sampling frames. A 10% systematic random sample was drawn from each stratum. However, where the establishment size was small, discretion was used to sample a greater number of employees.

2.28 On 01 December 2023, the Bureau kick-started the interview exercise in respect of the filling of the JDQs for the selected employees of the Workmen's Group. To palliate the shortage of technical staff, the Bureau had recourse to officers in the grade of Human Resource Executive to conduct this exercise. However, prior to embarking on same, they were provided in-house training in interviewing techniques. The carrying out of interviews, around 1710 in respect of manual grades, lasted for more than a year to end in 2025. Approximately 6430 JDQs were issued to non-manual grades.

Job Evaluation and Benchmarking

2.29 A combination of analytical and non-analytical job evaluation techniques has been used to come up with the ranking order of grades.

2.30 The Bureau revisited both the manual and non-manual Job Evaluation Schemes to ensure their continued validity such that the relevant job characteristics matched compensable factors. The point rating system was used to determine the job scores. On the basis of the revised Job Evaluation Schemes, benchmark grades and benchmark hierarchies were assessed to establish a ranking order of jobs. The job evaluated structure was sent to the main Federations to obtain their views on the job relationships thus established. They were also requested to indicate the job ranking they would wish to see emerge and which they would consider as fair and acceptable. There was a very poor response with only one Federation providing its views and no dissent from main Federations on the established job relationships.

Impediments Encountered

2.31 In the conduct of the review exercise, the Bureau faced a few problems which hindered its work progress. The biggest one was the postponement of meetings scheduled with its stakeholders. In many instances, requests related thereto were made at such short notice that it was difficult to reschedule other meetings in lieu thereof. Furthermore, the holding of the 2024 National Assembly Elections and the reconstitution of the Board of many Parastatal Bodies further impacted on our calendar of meetings.

2.32 Late submissions from Unions and Management were another setback. In some cases, Management/Head of Organisations did not submit any proposals while in a few others, they just relayed the submissions of their Unions or staff to the Bureau for consideration.

2.33 Other noteworthy constraints encountered during the preparation of our Report are as follows:

- certain memoranda previously submitted and examined/analysed by officers were not canvassed and new ones were submitted for discussion purpose either during meetings or a few days after same;
- delay in submitting requested and relevant information for further examination by the Bureau. In some cases, due to late submission of critical information, the sampling exercise for job description writing was carried out at a later stage, thus further disturbing the work progress;
- submission of outdated and incomplete information;
- delay in obtention of proposals/views of main stakeholders on General Conditions of Service;
- non-submission of additional information/statistics from Unions/ Managements despite several follow-ups and reminders sent. In some organisations, the HR personnel were reluctant to provide the requested information; and
- an important shortage of technical staff at the level of the Bureau.

Gender Neutrality

2.34 The Bureau has once again adopted a gender-neutral approach as far as salary and Conditions of Service are concerned. Some job appellations have been demarcated gender-wise in the Disciplined Forces and Health Sector owing to specificities in the workplace. Such demarcation also prevails in foreign jurisdictions in similar quarters.



3. ECONOMIC OUTLOOK

Global Economic Review

3.1 Following a series of negative shocks during the past recent years, most of the world's economies are experiencing a deterioration in prospects. The emerging market and developing economies (EMDEs) are on their side, facing serious challenges namely to bridge the per capita income gaps with richer/developed countries, boost employment, maintain a stable long-term growth rate, and reduce extreme poverty.

3.2 According to the World Bank, this challenging global context is expected to be subject to several downside risks including an escalation of trade barriers, rising geopolitical tensions, growing incidence of extreme climate changes, decreasing foreign direct investment inflows and limited fiscal space. The global economy grew at a lower rate of 3.3% in 2024 compared to 3.5% in 2023. The rise in the trade barriers and the growing uncertainties in the global policy environment are projected to weaken global growth to 3.2% in 2025, as per the International Monetary Fund. However, a tepid recovery is expected in 2026-2027. As regards world inflation, it is expected to attain 4.2% in 2025 and 3.7% in 2026.

The Mauritian Context

3.3 Given the country's open economy to trade and investment, Mauritius also will not be spared by the direct and indirect effects of the recent import tariffs and disruptions in trade patterns. The trade deficit for 2025 is forecasted at around Rs 210 billion, that is, 1% higher as compared to around Rs 208 billion in 2024, as per Statistics Mauritius. Moreover, Real GDP growth rate was 4.9% in 2024, against a previous prediction of 5.1%. This lower figure has been explained by a limited expansion rate for specific sectors, namely tourism, manufacturing and construction. It is projected to be around 3.1% in 2025.

3.4 Headline inflation rate which stood at 3.6% in 2024 is projected to reach 3.7% in December 2025 as per Statistics Mauritius. With respect to public finance, the budget deficit for Financial Year 2023/2024 was 5.7% of GDP and attained 9.5% in Financial Year 2024/2025, reflecting the shortfall in tax revenues. Moreover, the Public Sector Gross Debt stood at 88.3% of GDP in Financial Year 2024/2025 and according to the Ministry of Finance, it is expected to hover around the same rate in Financial Year 2025/2026. As far as labour market statistics are concerned, according to official sources, unemployment rate has dropped from 6.1% in 2024 to 5.9% in the 2nd Quarter of 2025.

3.5 Regarding monetary policy, as dictated by the Bank of Mauritius, the key Repo Rate was reviewed in February 2025 from 4% to 4.5% per annum, to absorb excess liquidity, correct negative interest rate differentials with the US dollar and exchange rate pressures which, among others, led to a sustained depreciation of the rupee over the past few years.

Key Challenges and Imperatives

3.6 Considering the difficult and challenging current economic situation, as depicted above, Government is deploying all means to boost the country's business climate and core fundamentals, with a view to supporting macroeconomic stability.

3.7 Moreover, in a bid to stimulate further the Mauritian economy, Government is focussing on policies and strategies that target economic renewal, a new social order and fiscal consolidation, particularly for a more sustainable public sector debt.

3.8 In parallel to the fiscal manoeuvring endeavour, structural reforms are being undertaken to increase labour market participation particularly among youth and women by tackling skills mismatches and promoting employment opportunities. Alongside, there is need for certain pressing issues to be addressed, namely containing Government expenditures, boosting tax and non-tax revenues, focussing on earmarked/designated projects, while consolidating welfare needs.

3.9 Notwithstanding the above, impending economic reforms are expected to set the economy on a sustainable long-term growth path.



4. PAY SYSTEM AND UNDERLYING CONSIDERATIONS

4.1 In exchange of their services, public sector employees receive a package of financial and non-financial rewards contained in Conditions of Service. In addition, the employees generally have a career structure where they can progress to higher positions on satisfying the necessary promotional criteria. Altogether, these play an important role in maintaining an effective workforce by attracting new employees and motivating and retaining existing ones to deliver high quality public services. From the employer's perspective, the whole reward system represents a substantial cost that needs to be carefully managed.

4.2 Public Sector pay is reviewed by the Pay Research Bureau, normally, once every five years. However, compared to previous reviews, the present one has proved to be even more challenging. While on the one hand, there is need to redress the weaknesses of the existing pay system, address salary compression and relativity issues and meet the expectations of Trade Unions and Federations for higher pay and better Conditions of Service. On the other hand, the Bureau had to remain mindful of the current state of the economy, fiscal constraints and budgetary resources of Government. All in all, the Bureau had to come up with reward strategies to attract, retain and motivate staff of a suitable calibre to deliver high performance services to the public with the means that the country can afford.

4.3 Though pay and policies related thereto are only one of the factors that impinge on macro-economic stability, they however also contribute to economic development.

4.4 Hereunder, we elaborate on the key considerations underlying our pay policies and recommendations:

Minimum Wage Legislation and Internal Relativity

4.5 As a broader labour market policy, the then Government decided to adjust the National Minimum Wage (NMW) to Rs 15000 with effect from January 2024. With the implementation of this new NMW, employees drawing a gross salary of less than Rs 16500 (inclusive of Additional Remuneration 2024) had their salary adjusted to Rs 16500. In so doing, the lower segment of the 2021 Master Salary Scale was compressed as 17 salary points on the incremental scale had to be adjusted to Rs 16500. Higher-paid employees within the same grade have, therefore, felt the consequences of the compression in pay owing to a rapid increase in the NMW. Consequently, this led to an equity issue and Federations have been very vocal in this regard.

4.6 Since a periodic review of salary is normally carried out in the public sector where relativity is re-assessed within the broader framework of remuneration and set anew after considering various factors as opposed to the private sector,

the then Government decided to grant an interim allowance equivalent to 5% of the basic salary drawn in January 2024 subject to a maximum of Rs 2000 monthly to all public sector employees with effect from 01 July 2024 pending the implementation of the 2026 PRB Report. This allowance has, therefore, been integrated in the recommended salaries.

4.7 It is of note that Section (9) of the National Wage Consultative Council Act provides for the PRB to take the national minimum wage as the baseline for its salary review and this has been a major determinant in fixing the starting salary of the General Worker.

4.8 Once the starting salary has been determined, appropriate within grade salary differentials have been set, taking into account the need to remunerate differently employees with different years of experience. As regards inter grade relativity, grades need to be structured in a logical sequence to ensure coherence in job ranking and pay decisions. We have based ourselves on our job evaluated structure to develop a job hierarchy that reflects the relative value of jobs on the basis of compensable factors. Views were also sought from Federations on the pay relationships among grades that they would wish to see emerge. Unfortunately, the main Federations of the public sector did not respond to this crucial exercise. The Bureau, however, holds that Job Evaluation Techniques should continue to be used as a basis for a balanced and equitable pay structure.

Trends in Public Sector Pay

4.9 Since the past two reports, real-terms pay was held down for senior positions with below rate of inflation increases as compared to lower-level positions. As a result, the pre-tax salary ratio between the General Worker and the Permanent Secretary which was set at 1:7 in the 2016 PRB Report was further reduced to 1:6.2 in the 2021 PRB Report and as at December 2025 stands at 1:5.2, inclusive of 5% interim allowance. The post-tax ratio would obviously be much lower. Moreover, with the introduction of new tax rates and bands as from July 2025, the overall tax liability for high income earners has increased. All these elements have been considered in arriving at the total remuneration package.

Loss in Purchasing Power

4.10 The loss in purchasing power as measured by the difference between the cumulative rate of inflation and cumulative rate of compensation for the period January 2021 to December 2025 has been an important consideration in this Review. On average, the erosion in purchasing power for the aforementioned period is estimated to reach 18%. Given that compensation for the rise in cost of living is not granted at a uniform rate across all salary levels, the loss in purchasing power is more pronounced for employees at the higher echelon compared to those at the lower level. This loss is estimated to range from 0% at the lowest level to attain around 31% for the high earners. In this review, we

have to the extent possible and up to a certain level, compensated for the erosion in purchasing power.

External Relativity

4.11 Though the pay structure and conditions of service of the Public Sector have to be determined on their own merits, it is essential to make an assessment of the general climate of pay in the country and to take account of the market realities with a view to ensuring the external competitiveness of the pay structures. For this purpose, the Bureau relied on published Salary Surveys, Remuneration Orders and other secondary data sources.

4.12 An examination of remuneration packages payable in the private sector and large State-Owned Enterprises reveals that the base salary of Chief Executives normally ranges from Rs 175000 per month to Rs 800000 monthly depending on sectors. In a few cases, in private companies, they even earn seven-figure salaries.

4.13 During their oral submissions, employees in higher grades desired a linkage with the salaries in the private sector as well as some large State-Owned Enterprises on grounds of broad comparability. Admittedly, salary fixation for these positions is more complex. Although from the market stance, high increases for top level positions appear justifiable, past experience has, however, shown that these are not easily acceptable. Moreover, the inherent differences between the two sectors and the capacity of Government to pay set limit to the extent to which salaries can be aligned.

4.14 However, we are also cognisant to the fact that lower salaries for highly skilled professionals and employees of the upper echelon may demotivate serving employees and lead to recruitment and retention issues. We have thus tried, to partially address this issue through the recommended pay packages.

Demands of Federations

4.15 The Federation of the Civil Service and Other Unions (FCSOU) has proposed a starting salary of Rs 18500 for a General Worker. It has also submitted a salary grid to the Bureau for consideration. The State and Other Employees Federation (SEF) and the All Workers' Trade Unions Federation (AWTUF) consider that the setting of the minimum salary has created certain anomaly and distortion in the salary ratio and these have to be addressed by the PRB. Almost all the Federations proposed that the salary ratio should be calculated based only on the salary of the General Worker to that of the Senior Chief Executive instead of the Permanent Secretary. It has also been submitted that employees drawing a monthly salary above Rs 50000 have been deprived of the payment of additional remuneration and the 14th month Bonus that was paid in 2 instalments in December 2024 and January 2025.

4.16 Due consideration was given to all the demands and salary proposals of the Federations in connection with relativity adjustment and the need for internal equity. However, these have been assessed within the broader sphere of the total remuneration package of the Public Sector pay system which comprises a basic salary and other financial and non-financial benefits. We have further borne in mind the adverse consequences such as under employment and lower incentives for education if the lowest starting salary is set too high.

Capacity of Government to Pay

4.17 In determining the revised salaries, affordability has been very important though not an overriding factor. As public officers are paid from public funds, it is right and proper that Government's affordability and sustainability of pay increases be given due consideration in a review exercise of such magnitude.

Other General Pay Considerations

4.18 **(i) Job Characteristics**

Job related factors originally taken into account in setting the pay scale of certain grades may have evolved over time with a result that the salary grading may have to reviewed and so where necessary and justified changes were brought. In so doing, we have also considered the wider implications of such adjustments on other grades and beyond.

(i) Existing Pay Relationships

Some existing internal pay relativities that have strong traditional relationships have been maintained.

(ii) Remuneration Policies

By virtue of Government decision, some Parastatal Bodies have been brought under the purview of the PRB. These organisations already have their own compensation policies which are not in line with those of the PRB. Necessary adjustments had, therefore, to be made in such cases.

Pay Strategies

4.19 The Bureau has, alongside the various pay considerations adopted certain pay strategies to achieve multiple objectives as enunciated in the subsequent paragraphs.

Performance Related Pay Progression/Annual Increment

4.20 Almost all grades in the Public Sector have a salary scale with incremental steps. Normal movement along the scale is subject to satisfactory performance so that increments have to be earned.

4.21 A robust and objective evaluation process is used to rate employee performance on key tasks and competencies. The performance ratings determine whether increment is to be granted or not. In case of

underperformance or in specific circumstances, it may be withheld, stopped or deferred.

Long Service Increment/Enhanced Career Earnings

4.22 Owing to few or non-existence of promotional posts, some employees with long years of service in certain grades, on reaching the top of their salary scale, find themselves stagnating on the same salary point for years. To provide enhanced earnings to these employees, the long service increment was introduced.

4.23 In the 2021 PRB Report, some improvement was brought to this pay strategy as it has proved to be effective in terms of boosting the employees' morale with positive results on performance. We are, therefore, in this Report bringing further amelioration.

Incremental Movement Beyond Top Salary

4.24 Incremental movement has been granted for the acquisition of additional/higher qualification, the successful completion of a sponsored course by Management or for performing additional/higher duties which normally devolve upon the next higher level in the cadre and for limited number of higher posts which has a direct impact on earnings.

4.25 At present, certain category of officers who have drawn their top salary for a year are allowed to move by either one or two or three increments in the Master Salary Scale after having been consistently efficient and effective in their performance, as evidenced by the Performance Appraisal Report during the preceding two years, and have not been adversely reported upon on ground of conduct. This is being maintained.

Pay Supplement

4.26 To reflect their in-demand expertise and maintain salary competitiveness, a pay supplement allowance has been introduced for experienced employees in certain grades requiring specialist/professional skills and involved in engineering work and infrastructural development of the country.

Entry Grades requiring Science Subjects

4.27 The qualifications requirement of some entry grades in the Public Sector is at least 2 science subjects at 'A' level. It has been represented that many incumbents tend to move to other generalist grades e.g Management Support Officer within the service as the latter has a higher starting salary. This movement consequently leads to issues of retention, non-response to advertisement and additional recruitment and training costs. In that context, a reward strategy has been devised to attract and retain incumbents who are starting their career in the field of science.

Recruitment and Retention Issues

4.28 There exists a shortage of professionals in a few areas in the Public Sector. In some cases, there have been prolonged recruitment and retention issues due to several factors e.g better pay packages in the private sector, courses are not dispensed locally and limited supply of labour on the market, among others. These are discussed more elaborately under the Chapter Recruitment, Promotion and Retention. A better salary package has been worked out for posts facing persistent and prolonged recruitment issues e.g in the Marine Class.

Enhanced Salary Conversion

4.29 An enhanced salary conversion has been applied where officers in certain grades are effectively performing some specific additional duties not within the normal scope of their schedule of work.

Remuneration for Changes in Job Content

4.30 In some cases, based on our systematic evaluation, where officers would be called upon to perform additional duties due to an evolution in their work, they would benefit from an additional increment at salary point reached as from the day they effectively start to carry out these duties.

Non-Monetary Conditions of Service

4.31 Besides their salaries, Public Sector employees are provided with a set of non-monetary conditions of service. Many of these have been maintained, a few others have been enhanced and new ones introduced. The assessment of pay adequacy therefore should not be limited to the basic salary only but should equally take into account the above elements. Though some are not tangible, they, however, serve the same purpose as monetary compensation that is to attract, retain and motivate employees.

Revision of Allowances

4.32 In view of the difficult financial situation, we found it unreasonable to grant the same percentage increase in revising the quantum of the different allowances. Depending on their utility and other characteristics, different rates have been applied.

Conclusion

4.33 While observing the parameters of national affordability and social acceptability, the Bureau had regard, among others, to:

(i) ensuring that the starting salary of the lowest paid is not less than the NMW and addressing the relativity distortion where necessary;

(ii) the need for a fair, reasonable and socially acceptable pay for public sector employees;

(iii) setting an acceptable salary ratio between highest and lowest earners. Pre-tax ratio between the General Worker to Permanent Secretary which was 1:6.2 in 2021 and 1:5.2 as at December 2025, has been maintained at 1:5.4. Moreover, the salary ratio between the General Worker and the Senior Chief Executive now works out to 1:6.7;

(iv) devising a comprehensive remuneration package that paves the way for simultaneously improving service delivery and public service performance and productivity;

(v) monetary value of the array of non-monetary benefits that form part of the total remuneration package which accrue to public sector employees;

(vi) ensuring the recruitment and retention of the right mix of employees who are motivated to deliver high quality public services;

(vii) provision for enhanced earnings as a retention measure where deemed necessary;

(viii) the key principles of compensation including equity, transparency, competitiveness and employee performance;

(ix) having an internal aligned pay structure established through job evaluation techniques;

(x) incentivising employees through the grant of annual increment and further incremental movement beyond top salary for sustained performance or long years of service;

(xi) restoring appropriate differentials at certain levels as an incentive for officers to aspire to those positions and also to reflect the level of responsibility devolving thereon; and

(xii) the need for compensating, to the extent possible, for the loss in purchasing power.

4.34 After considering all the relevant factors including the demands of the Federations, views of staff as well as staff morale, a comprehensive remuneration package has been evolved for public sector employees. In framing its salary recommendations, the Bureau has attempted to reconcile the need for improved service delivery and public service performance with broader pressures on the public finances. Overall, the end has been a balancing act between fiscal responsibility and the need to maintain an effective Public Service.



5. PUBLIC SECTOR MANAGEMENT REFORMS

5.1 Worldwide, Public Sector Management reforms are carried out with a view to strengthening institutional capacity and improving service delivery through results-based governance, evidence-informed policymaking, and stronger accountability systems. Core elements include streamlining bureaucracy, decentralising authority, enhancing public financial management, and leveraging technology for digital transformation and e-governance. Reforms also prioritise anti-corruption efforts, performance monitoring using data and KPIs, and continuous capacity-building for employees. In sum, they seek to create an agile and inclusive governance that effectively aligns public resources with development goals.

5.2 Further to emerging challenges across the world in various fields, Governments are preparing to be future-ready by adopting transformative trends that promote long-term resilience to future shocks. These efforts include building institutional resilience, overhauling and integrating structures, systems, and data-sharing mechanisms to create greater impact, and ensuring that programs and services are truly equitable and inclusive.

5.3 As regards the local context, Government envisions a Public Service that upholds the public interest and reinforces democratic values. To achieve this, it recognises the urgent need for adaptive leadership to address the erosion of ethics, values, and good governance in recent years as well as positioning the Civil Service as a dynamic force for national progress and long-term success, coupled with the need for appropriate training and capacity-building for public officers.

Current State of Affairs

5.4 Many Public Sector Management Reforms have been largely driven by the Ministry of Public Service and Administrative Reforms (MPSAR). Some of the reform initiatives adopted in the Public Service include, *inter alia*: financial performance-based budgeting; e-Procurement systems; the Performance Management System (PMS); flexible working hours (Flexi-time); implementation of ISO certification schemes for public sector organisations; adoption of Information Technology and Digital Government strategies aimed at providing online services and promoting a paperless working environment; strengthening accountability and transparency; adoption of a National Code of Corporate Governance; and office automation in selected public sector organisations.

5.5 The MPSAR apprised that in line with Government's vision, it is spearheading a comprehensive reform agenda to modernise the Public Service through a series of projects representing the key pillars of the Government's endeavor to build a responsive, agile, and future-ready public service capable of effectively supporting national development priorities while meeting the expectations of

citizens. These initiatives are designed to improve efficiency, strengthen institutional frameworks, embrace digital transformation, and embed a culture of innovation, accountability, and citizen-centric service delivery across the public service.

5.6 Moreover, in a bid to eliminate excessive bureaucracy, streamline administrative processes, and improve operational efficiency through clearer roles, responsibilities, and accountability mechanisms, the MPSAR is coming up with a Public Sector Reforms Bill, which will provide a statutory foundation for the reform process across the Public Service. The Ministry is also leading the establishment of Reforms and Innovation Units, as announced in the 2025-2026 Budget Speech, in Ministries and departments to serve as institutional focal points to, among other things, drive structured transformation initiatives, promote digital transformation, and ensure that reforms are monitored.

5.7 Furthermore, the scaling up of the Electronic Document Management System (e-DMS), review and digitalisation of the PMS, and rolling out of the Electronic Scheme of Service across the Public Service are on the MPSAR's agenda. The latter is also formulating a Strategic Framework to provide a coherent vision for a modern, responsive, and citizen-centric Public Service, which is structured around five pillars, namely Administrative Reforms and Innovation, Capacity Building, Digitalisation, Public Service Policies and Strategies, and the Public Service Delivery Index (PSDI).

Challenges

5.8 According to the MPSAR, many reform initiatives adopted so far have not yielded the expected results. The major impediments encountered during their implementation comprise cultural and organisational resistance, thereby encouraging traditional bureaucratic systems; inconsistent leadership and commitment, resulting in implementation delays; capacity constraints, such as skills and competency gaps due to inadequate training; performance and data limitations caused by poor-quality or unreliable data, leading to ineffective evaluation of projects and performance; and inadequate legal and regulatory frameworks, which hamper governance and reform progress.

5.9 Other challenges include financial constraints limiting the adoption of new systems, technologies, and staff training; lack of coordination due to institutional fragmentation, resulting in duplication, inefficiencies, and contradictory policies; accountability and oversight gaps, contributing to wastage, misuse of public funds, and insufficient corrective actions; and digital infrastructure limitations, such as poor connectivity, low digital literacy, cyber risks, and difficulties in adapting existing processes to new technologies. Furthermore, external shocks such as economic downturns, global crises, and environmental threats have also significantly impacted on the availability of resources needed to sustain reforms.

Submissions

5.10 For this Report, a few proposals were made by the Federations namely regarding: policies to enhance the welfare of officers through the conduct of welfare activities; greening of the Public Sector with the installation of solar panels in Public Sector organisations; provision of a specific passport with enhanced benefits to public sector employees; and the introduction of a Medical Insurance Scheme.

5.11 During consultations, Federations were apprised that most of the abovementioned proposals were not within the Bureau's purview. However, as regards the conduct of welfare activities, there is already a dedicated organisation, namely the Public Officers Welfare Council, which is responsible to mount and conduct welfare activities. Concerning the introduction of a Medical Insurance Scheme, same was recommended in previous PRB Reports, however it could not be implemented owing to various impediments and significant cost implications for Government.

Way Forward

5.12 It is observed that most of the reform initiatives spearheaded by the MPSAR are still at an embryonic stage, for instance the Public Sector Reforms Bill is still in preparation while the strategic Framework for Public Service and Administrative Reforms is at developmental stage. Under the present circumstance, greater emphasis should be on expediting matters currently at hand.

5.13 Additionally, to be able to cope with the myriad of challenges and keep pace with the fast-changing environment both at national and international levels, the Bureau considers that the shift from manual processes/digitalisation to Artificial Intelligence in conducting the affairs of the country; institutionalisation of a solid Governance Framework that responds to the needs and expectations of citizens; continual promotion of skill development through capacity building programmes, training, and knowledge sharing; provision of mental health support to help employees manage stress and build resilience; and adoption of a robust Monitoring and Evaluation Framework at organisational level to gauge the effectiveness of programmes and projects as well as learn lessons for further improvement, are essential. We are recommending accordingly.

Recommendation 1

5.14 We recommend that the MPSAR should:

(a) in collaboration with the Ministry of Information Technology, Communication and Innovation (MITCI), continue to invest in IT infrastructure and Digital Literacy training for officers to make the public service more efficient, data-driven and transparent;

(b) focus on transforming capacity building in the Public Service by making training more competency based and digitally enabled, while ensuring that ethics and public service values are embedded from the earliest stages of employees' training, thereby fostering a culture of integrity and public engagement;

(c) provide the necessary institutional support for the psychological wellbeing of officers to ensure that they are mentally resilient and emotionally supported;

(d) consider developing governance indicators that capture the demand and supply side of governance that can be used to strengthen public service administrative systems thereby enhancing decision-making, and efficiency and effectiveness in meeting citizens' needs; and

(e) provide appropriate guidance to Parastatal Bodies, Local Authorities and the Rodrigues Regional Assembly on the setting up of Reforms and Innovation Units.

5.15 We further recommend that Responsible Officers of all Public Service Organisations should ensure that reform initiatives approved by Government and spearheaded by the MPSAR are effectively implemented in their respective organisations.

Accountability Framework

5.16 It has often been observed that certain reform initiatives have failed because of lack of ownership on the part of certain officers. The Bureau is of the view that accountability, being an important aspect, needs to be ingrained in the processes at all levels and should be reflected in the schemes of service. To address this issue, in its last Report, the Bureau recommended that an Accountability Framework should be designed for grades at all levels in the public sector and that organisations should follow up to ensure that reform initiatives are scrupulously implemented. **Since the reform process is an ongoing one, the Bureau considers that the foregoing is still valid.**

Discretionary Powers

5.17 The exercise of discretionary powers exists at all levels of public policy as well as law enforcement. To avoid misuse or arbitrary decisions thereby undermining integrity and leading to wrong practices, the Bureau considers that the "Guidelines – Exercise of Discretionary Powers', developed by the former Independent Commission Against Corruption in collaboration with the MPSAR, should continue to be adhered by public sector organisations.

Monitoring and Evaluation

5.18 Along with the judicious and optimal use of resources, proper monitoring and evaluation is essential for reforms initiatives or public sector transformation to succeed. To ensure that any reform measure is well geared and thriving towards attaining the expected outcome, it is imperative that it is properly calibrated, monitored and evaluated through appropriate indicators, practical targets and allocated responsibilities. As strong Monitoring and Evaluation Systems are considered to provide the means to compile and integrate valuable information into a policy cycle providing the basis for sound governance and accountable public policies, **the Bureau reiterates that such systems be adopted.**



6. ORGANISATION STRUCTURES AND RELATED ISSUES

6.1 Public Sector organisations under the remit of the Pay Research Bureau consist of Ministries/Departments, Parastatal and Other Statutory Bodies, Local Authorities, Rodrigues Regional Assembly and Private Secondary Schools. Although the details vary for these different types of organisations, the general structure is based on a hierarchy of grades with defined roles and responsibility.

6.2 In its last Report, the Bureau recommended, the setting up of a Standing Committee to examine and approve all requests pertaining to creation of grades in-between general reviews in Ministries/Departments/Organisations. Guidelines on organisational design and creation of grades were equally provided. Additionally, recommendations were made to enhance organisational performance and improve service delivery and adaptive capability of public sector organisations.

6.3 To elicit response from Management, a Circular was issued to them requesting their proposals on re-engineering/structural change including, *inter alia*, delayering, merging of grades, multi-skilling, creation of additional levels, re-definition of job specification/enlargement/enrichment and restyling of grades which may enable their organisation to have a fit-for-purpose structure to deliver on their mandate more efficiently and effectively.

6.4 Most of the proposals submitted pertained to the creation of additional levels either on the basis of functional considerations or to improve promotional prospects of employees or else to align on existing structures of other organisations. A few representations related to the creation of units/sections to be staffed by the existing grades without major change brought in their duties and responsibilities. In such cases, Management was advised to proceed administratively as it only entailed a re-organisation of work activities. Unions on their part also submitted various demands for new grades. They were duly explained on the principles adopted for the creation of grades.

6.5 All the representations were carefully examined and appropriate recommendations have been made in Volume 2 of our Report.

6.6 Activities of public sector organisations are primarily organised into functional departments/divisions with a mix of tall and flat hierarchies. Though the former is predominant, the Bureau has always been advocating for flatter structures as a matter of policy for improved performance. However, in view of their importance, we have purposely maintained certain multi-layered structures like the disciplined forces, general services and structures with a large workforce. There are also some other cases where, due to specificities of the organisations and the resulting disturbance of existing arrangements, we have refrained from merging of levels.

Observations

6.7 In many cases, it has been observed that Management tends to proceed in an unstructured manner in the development of their organisation structures. One such distortion in the overall structure occurs when Organisations/Departments either try to fit people to structures or fit structures to people. In a few instances, senior positions are proposed to accommodate employees who have acquired additional qualifications or reckon long tenure in the organisation without paying regard to functional considerations. There is also a tendency to align on the structure of other organisations without considering the limiting factors, thereby adding layers to an already existing tall structure to create opportunity for vertical advancement.

Standing Committee on Creation of Grades

6.8 The Bureau recommended in its last Report the setting up of a Standing Committee on the Creation of Grades under the Chairmanship of the Secretary for Public Service, with the view to ensuring that the process of creation of grades is more efficient and effective. The Committee is tasked to examine and approve all requests pertaining to creation of grades in between general reviews in Ministries/Departments/Organisations.

6.9 We have observed, however, that in some instances Management continued to create grades after the publication of the 2021 Report without going through the above mechanism, though we expressed our concern on such situation. It is also worth highlighting that in the last Report, we urged Ministries/Departments/Organisations to follow the established procedures, the moreso the creation of the grades concerned has indeed resulted in inconsistencies vis-à-vis the Bureau's framework. **We resultantly anew advise Management to follow established procedures where there is need to create grades in-between reviews.**

6.10 The Bureau, therefore, recommends that the Standing Committee under the Chairmanship of the Secretary for Public Service of the MPSAR and comprising representatives of the Prime Minister's Office, Ministry of Finance and Pay Research Bureau should continue to examine and approve all requests pertaining to creation of grades in-between general reviews in Ministries/Departments/Organisations.

6.11 Notwithstanding recommendation made at paragraph 1.18 of this Volume, all provisions regarding creation of grades in Volume 2 of this Report, should be implemented prospectively on a date to be determined by this Standing Committee.

6.12 We further reiterate that the salary grading of new grades as approved by the Standing Committee on Creation of Grades, will only be provided when all technical specifications for their creation, as required by the Bureau, have been met.

Organisational Design

6.13 To address the above challenges, it is necessary to streamline the development and review of organisation structures. In undertaking these processes, Management should begin by assessing its current workforce through a Human Resource Planning (HRP) exercise as this is fundamentally tied to organisation structure. It should then proceed by examining the structure to determine what is working and what is not. Making the existing structure work should, however, be the first priority. Only when there is a misalignment of the workforce and structure that Management should consider a change in the organisation structure.

6.14 We are, therefore, hereunder proposing a framework, though not exhaustive, for Management to adopt while designing public sector organisation structure:

- **ensure that grades are created based strictly on functional considerations;**
- **provide clarity of roles and accountabilities within processes to determine responsibility and avoid confusion and increase efficiency and transparency;**
- **ensure adequate number of management levels with minimum clear reporting line to ease decision taking and achieve results;**
- **assess the structures thoroughly to avoid top-heavy hierarchies;**
- **streamline operations by grouping related activities so that business processes function efficiently; and**
- **facilitate the flow of information and coordination of activities at all levels to improve decision making process.**

6.15 With the ongoing reforms in the public sector, many organisation structures may have to be re-engineered to respond to the evolving work environment in improving efficiency in Government, as and when the need would arise. We firmly hold that f**or successful structural changes, Management should also undertake consultation with stakeholders to ensure genuine two-way discussions about whether a change is required and the kind of change that is appropriate. Their support is, therefore, vital for the realisation of a new structure.**

Restyling of Grades

6.16 As the purpose of restyling a job appellation is to convey an immediate understanding and identification of the work performed by a position, a few appellations have been reviewed accordingly. Certain grades have also been retitled owing to requirements of legislations and a few others to bring a greater

harmony across organisations. However, the Bureau has refrained from acceding to requests for restyling certain grades where it was found to have grading implications and/or no connection with the duties and responsibilities devolving thereupon.

6.17 In the last Report, we highlighted that a few grades have been restyled in the Civil Establishment Order (CEO) or by Management of a few Parastatal Bodies/Local Authorities without following the appropriate procedures. Consequently, such practices have given rise to internal imbalances in the present structures. **Hence, we reiterate that all requests for retitling of grades and the reasons thereof should be submitted to the Bureau for consideration through the parent Ministry and the MPSAR. The latter being the sole authority for updating the CEO, should ensure that the appellations of grades are strictly in accordance with our recommendations or as approved by the High Powered Committee.**

Merging of Grades

6.18 Merging of levels should be considered in cases where there is overlapping of duties and no close supervision is required. Hence, **the Bureau recommends that merging of grades should be consistent with organisational requirements.**

Abolition of Grades

6.19 It has been observed that Management of a few organisations have proceeded with the filling of vacant posts which they agreed to abolish against creation of another level. Consequently, this practice has led to duplication of grades and technical difficulties which need further redress particularly when another level has been created against abolition of the position concerned. We have also noticed that some Ministries/Departments have requested for the creation/reinstatement of certain grades which they have abolished in the CEO in-between general reviews. **The Bureau holds that Management should refrain from resorting to such practice unless it can show a genuine organisational need for the grade concerned.**

Grades with no Promotion Prospects

6.20 There are cases where the duties and responsibilities cannot be carried out by incumbents in other grades and there may be no alternative than to proceed with the creation of stand-alone grades. Consequently, to the extent possible, the Bureau is providing some incentives in terms of merged appellations coupled with enhanced salary scales to ensure career earnings for some grades in this situation. **However, Management should, as far as possible, abstain from creating another supervisory level where such provision has been made, to avoid overlapping of duties and superfluous supervision.**

Trainee Grades

6.21 Due to recruitment difficulties encountered in certain grades which are impacting service delivery and operational efficiency, the Bureau is making provision for trainee positions to support recruitment at entry level. This initiative aims to ease recruitment constraints and facilitate the development of a pool of qualified personnel to meet organisational needs.

The Way Forward

6.22 Artificial Intelligence (AI) is the buzzword now. It is undoubtedly a powerful catalyst to increase the efficiency and effectiveness of organisations. However, there is need to proceed thoughtfully and strategically in adopting AI. While maintaining the human elements required to drive growth and innovation, organisations should also consider structures that can leverage AI's capabilities. In so doing, careful attention should be paid to organisational design's technical and human aspects in order to find the right balance between AI efficiency and human capabilities for improved service delivery.



7. RESULTS-ORIENTED PERFORMANCE MANAGEMENT SYSTEM AND PERFORMANCE-RELATED INCENTIVE SCHEME

7.1 Following recommendations made by the Bureau in past Reports, the Performance Management System (PMS) was introduced in the Public Service in 2006 as a strategic reform initiative. It marked a shift from the traditional input-based approach to a model that links individual and team performance to organisational goals. Further to its implementation, a Performance Related Incentive Scheme (PRIS) was also recommended. While the PMS has been rolled out in the Public Sector, instilling to some extent a performance culture, the PRIS on the other hand, according to the MPSAR, could not be implemented in the absence of sufficient safeguards.

7.2 In its 2025-2029 Programme, Government announced a renewed focus on improving productivity and performance in the Public Service. It is committed to bringing the Public Service to new heights of efficiency and effectiveness. In line with Budget 2025/2026, it has, among others, reintroduced the Performance-Based Budgeting (PBB), as a strategic management tool to assist in resource management and public sector accountability. Relevant legislations have been amended to extend the PBB in Statutory Bodies, Local Authorities and the RRA so that fundings are systematically linked with results/outcomes.

7.3 In parallel, to create a more 'agile and modern' state, Government has laid emphasis on the need to review the existing PMS, among others. The MPSAR on its part, considers that adopting appropriate tools and processes is of prime importance for the Public Service to become more effective, resilient, accountable and citizen-centric. The Federations represented that the existing PMS be replaced by a new mechanism and the Performance-based bonus be reintroduced in the Public Sector to motivate employees.

7.4 Against this backdrop and to improve the effectiveness and accountability in the management, operations and implementation of Government activities, there is need to shift the focus from the traditional approach that is on activities/outputs to results. In some foreign jurisdictions, a Results-Based Accountability System exists for an improved public accountability and service delivery, as well as for a strengthening of the linkages between funding and results. One of the key outcomes is to ensure a workforce that is talented, professional, representative, engaged and productive, with the required competencies and values to meet current and future needs of public sector organisations. By setting goals and measuring performance outcomes, Chief Executives can determine who is responsible for goal achievement and fostering a culture of responsibility and transparency. Therefore, one of the fundamental features of such system is linking capability to results/outcomes.

7.5 We are, thus, elaborating on the development of an integrated framework based on results, to manage performance in the Public Service, which can also be used as basis for the implementation of a PRIS.

Integrated Performance Management Framework

7.6 Both PBB and PMS share the common goals of improving performance and accountability in the Public Service. While the PBB allocates resources according to measurable performance goals and outputs as well as outcomes to be delivered, the PMS is focused on enhancing individual employee performance and identifying development needs, among others. Therefore, synergising these two Management tools would involve aligning individual employee goals with the broader programmes' outcomes and performance indicators set under the PBB's framework. This would contribute in ensuring accountability down the line by cascading organisational priorities into individual objectives. To this end, the development of an Integrated Performance Management Framework to support the implementation of a Results-Oriented Performance Management System is required. This new Framework would provide for the planning, implementing, monitoring and reporting on organisational performance and linking organisational performance to employee performance. We are recommending along these lines.

Recommendation 1

7.7 We recommend that the MPSAR in consultation with the Ministry of Finance should develop an Integrated Performance Management Framework (IPMF) for the implementation of a Results-Oriented Performance Management System (ROPMS) in the Public Sector, through an integrated approach by synergising the Performance-Based Budgeting and the Performance Management System. In so doing, clear metrics/indicators have to be set to: manage and measure individual contributions towards the outcomes under Performance-Based Budgeting, link rewards (financial/non-financial) to measurable performance; and manage underperformance.

7.8 We also recommend that the IPMF should provide Ministries/Departments/Organisations with the flexibility to tailor their performance approaches to suit their workforce needs, within the parameters set.

7.9 We further recommend that the MPSAR should revisit its PMS Handbook to reflect the IPMF with appropriate guidelines for consistency across the Public Service.

7.10 We additionally recommend that pending the implementation of the IPMF, the MPSAR should:

(i) continue to monitor the work carried out by the PMS Monitoring Committees of Ministries/Departments/Organisations; and

(ii) ensure the timely implementation and monitoring of the PMS in Parastatal Bodies and Local Authorities.

Institutional Responsibilities

7.11 To allow the implementation of the new Framework, collaborative efforts of key stakeholders are needed. Though having different mandates, they (MPSAR, Ministry of Finance and National Audit Office) have interconnected roles with the core functions of strategic planning, budgeting, human resources, and performance audit. Therefore, it is important for all these institutions to be collectively responsible for achieving results through effective coordination.

Recommendation 2

7.12 We recommend that:

(i) the MPSAR should spearhead the ROPMS and be responsible for its implementation in the Public Service. The Ministry should also regularly monitor and evaluate the system to identify any shortcoming or impediment and bring necessary corrective measures;

(ii) the Ministry of Finance should integrate the Performance-Based Budgeting within the ROPMS to ensure that resource allocation is linked to the achievement of defined results as per Performance Indicators; and

(iii) the National Audit Office should use the information generated by the ROPMS to conduct performance audits and evaluate whether public funds are being used efficiently and effectively to achieve the intended results.

Digitalisation of the ROPMS

7.13 To foster a results-oriented and accountable culture, the MPSAR submitted that consultations for the digitalisation of the PMS have been initiated. This would enable Ministries/Departments to set measurable objectives, track performance outcomes in real time, and facilitate timely feedback and evidence-based decision-making. With the recommended establishment of a ROPMS, there is need for its digitalisation which would serve as a key enabler for building a high-performing and accountable Public Service. Software tools and online platforms used in other countries can serve as a model.

7.14 Notwithstanding the above, following reported considerable delays in processing performance appraisals and to allow real-time monitoring of

performance, the Bureau recommended in its last Report for the digitalisation of the PMS across the Public Service.

Recommendation 3

7.15 We recommend that the Ministry of Information Technology, Communication and Innovation should provide the necessary technological infrastructure for the development and digitalisation of a user-friendly ROPMS.

Performance-Related Incentive Scheme

7.16 The underlying rationale of a PRIS rests on its motivational aspects and the degree to which financial rewards can influence individual performance. In the last Report, provision was made for the Standing Committee on Performance/Productivity-Related Reward (P/PRR) under the Chairmanship of the MPSAR, to develop an appropriate P/PRR Scheme for public officers based on broad guidelines.

7.17 In its submissions, the MPSAR highlighted that the current PMS does not cater for any type of reward/incentive for remarkable performance or achievement of a public officer, except for the grant of the annual increment. It was reported that meritorious performance can be rewarded once sufficient safeguards are integrated in the system to ensure objectivity in the appraisal exercise through a more stringent rating mechanism.

7.18 We consider that while a PRIS is one way to reward meritorious performance of public officers, its implementation is riddled with difficulties. Empirical evidence on the efficiency gains from performance pay is both inconclusive and ambiguous. Performance pay may promote behaviours that emphasize success in the short-term at the expense of achieving long-term results; focusing on rewarding individuals does not allow enough recognition of the collective and collaborative efforts to address organisational challenges; and too much focus on monetary incentives downgrades other reward and incentive measures such as recognition, promotion possibilities or flexibility in work organisation.

7.19 Nevertheless, for an effective implementation of a PRIS, the following are essential:

(i) **Clear performance metrics** through the establishment of measurable and achievable performance targets that are communicated clearly to employees;

(ii) **Fairness and Transparency** to ensure that the criteria for earning incentives are perceived as fair and consistent to maintain employee motivation and trust; and

(iii) **Regular Reviews** to enable the assessment of employee performance at specific intervals and adjust incentives as necessary through a robust performance measurement system, among others.

7.20 Pending the implementation of the PRIS based on the new framework of ROPMS, we consider that high performers may meanwhile be rewarded through non-financial incentives as a means of recognition and appreciation of their achievements. We are, therefore, making appropriate recommendations to this end and reiterating the provision for the grant of annual increment to officers based on their performance.

Recommendation 4

7.21 We recommend that:

(i) the annual salary increment should continue to be granted based on performance assessment ratings of employees, after taking into consideration their efficiency, diligence, commitment including availability and regularity at work;

(ii) the annual increment should be earned and in cases of underperformance or in specific circumstances, same should be withheld, stopped or deferred. No increment shall be earned in case an officer is unfavourably reported upon; and

(iii) performance ratings following a performance appraisal exercise should be used to determine the eligibility for assignment of duties of higher positions rather than based solely on seniority basis.

7.22 We further recommend that for their continuous outstanding performance, say for three consecutive years and subject to practicability, high performers should, as a recognition of their commendable effort, be granted non-monetary rewards such as awards, shout-outs or gatherings for their hard work; opportunities to participate in workshops/seminars/learning events for relevant exposure in their field; extra time-off; formal letter of acknowledgement/ appreciation from the Chief Executive; experiential incentives such as tickets to events/adventure activities; wellness programmes; stay at recreational resorts; and lunch/dinner restaurant vouchers.

7.23 We also recommend that after the successful implementation of the ROPMS:

(i) requests for grant of PRIS to individuals/teams/organisations as a variable reward, should be submitted to the Standing Committee on Performance/Productivity Related Reward under the Chairmanship of the MPSAR and comprising representatives of the Ministry of Finance and Pay Research Bureau for consideration; and

(ii) a lump sum of up to a maximum of one week's salary be granted to officers for their continuous high-level performance for three consecutive years, subject to criteria established by the Standing Committee on Performance/Productivity Related Reward.

7.24 The recommendations made under this Chapter should equally apply to Parastatal Organisations, Local Authorities, the Rodrigues Regional Assembly and Private Secondary Schools.



8. TRAINING AND DEVELOPMENT

8.1 The efficient operation of public institutions rests upon their workforces. The more skilled and competent public officers are, the greater the ability of Government to fulfil its obligations towards its citizens. As the most important asset of organisations, employees play a crucial role in ensuring heightened customer satisfaction and the delivery of high-quality services. The implementation of employee training and development programmes in this respect serves as an essential means for both the organisation and the employees to achieve the desired results.

Government's Commitment

8.2 Training and development of Public Sector ranks high on Government's agenda, with the commitment to transform public sector institutions so that they are future-ready, performance-driven and citizen-focused. Its aim is to develop a professional, impartial and efficient public service that nurtures a culture of performance.

8.3 In pursuit of its training and development objectives, Government has, in 2025, inaugurated the Atal Bihari Vajpayee Institute of Public Service and Innovation (AIPSI). With its modern facilities and expanded capacity, the Institute can train up to 20000 officers in a single year. In addition, consideration is being given for the Institute to become an accredited awarding body offering credit-based programmes that lead to Certificates, Diplomas, Degrees and even Master's Degree qualification for the benefit of public officers and to improve public service delivery. According to the AIPSI Act 2025, which has been proclaimed in October this year, employees on permanent and pensionable establishment of the Civil Service College Mauritius (CSCM) are to be transferred to the establishment of the Institute.

Previous Reports

8.4 The Bureau has, in its past Reports, been laying much emphasis on the importance of training and development of public sector employees and making appropriate recommendations to that effect. In its last Report, the Bureau elaborated on the roles of the key players involved in training and development as well as training interventions that should be adopted in the framing of training policies; recommended a dedicated position of Training Manager to be responsible for training and development; and provided a list of training courses requested by the staff side.

Submissions of Federations/Unions

8.5 In the context of this review exercise, Federations as well as Unions have voiced out that though relevant recommendations have been made in PRB Reports for the enhancement of training facilities for public sector employees, they had serious apprehensions regarding their implementation. For instance,

the identification, design and conduct of appropriate training for employees in the Workmen's Group were inadequate, not attuned to the work performed and, in some cases, quasi-inexistent. It was also averred that some of the training courses dispensed to employees were not work-related. Furthermore, concerns have been equally raised regarding the inadequacy of training budget and the use of this limited fund for activities categorised as "team building exercise", which do not contribute to capacity enhancement or technical skills development.

Submissions of the MPSAR

8.6 The MPSAR submitted that the provision of Training and Development for public sector employees are currently based on the recommendations of the PRB. They are demand driven based on requests made by Ministries/Departments and Parastatal Bodies. Training is also provided on a supply basis by the Civil Service College Mauritius (CSCM) mainly to keep up with new development. Additionally, specific training ranging from induction courses to high-level leadership programmes are also dispensed thus catering for the needs of staff at all hierarchical levels. Moreover, enriching e-learning resources is also part of the strategy adopted by the CSCM to enhance civil service training.

8.7 According to the MPSAR, the main challenges of training and development are, among others, the limited available budget; shortage of resource persons to act as trainers, especially from the Public Sector and reluctance of some organisations to release their officers on account of exigencies of the service; measuring the effectiveness and value of training; and tracking the impact of training.

8.8 The Ministry therefore proposed that at least 1% of wages/salaries be allocated for training; Training Managers should serve on a full-time basis; incentives be provided in terms of release and remuneration for public officers who deliver training; tracer studies be implemented to follow-up with employees who have completed training; a digital training wallet be created to record the number of hours of training completed by each employee; and appropriate incentives be granted to those who have successfully completed an Award Course.

Proposals of Ministries/Departments/Organisation

8.9 In their submissions to the Bureau, Management of Ministries/ Departments/ Organisations have, *inter alia*, proposed that the Training budget be increased; training be customised based on the specificities of the respective organisations and aligned with the organisational goals, employer expectations and current best practice; foreign exposure through technical assistance and bilateral agreements be sought for public sector employees; and greater transparency to be exercised in the award of overseas training.

Survey

8.10 The Bureau launched a Survey on Training and Development in the Public Sector in February 2025 to take stock of the current situation and examine any implementation issue arising out of our recommendations with a view to bringing further improvement. A low response rate was recorded as at the closing date for the submission of Questionnaires. Consequently, an extension of two months was granted. The final response rate for the Civil Service including Rodrigues Regional Assembly stood at 74.42%, while that of Parastatal Bodies and Local Authorities, attained 53.54% and 33.33% respectively. The overall participation rate for Public Sector organisations was 60.44%.

Survey Findings

8.11 The survey revealed that the funding allocated for training purposes, as well as the utilisation of these funds varied across organisations. On average, Ministries/Departments and the Rodrigues Regional Assembly spent 89% of the funds earmarked for training. Regarding Parastatal Bodies and Local Authorities, they recorded average utilisation rates of 42% and 59%, respectively indicating that training funds were not being used optimally. It is further observed that only 25% of the Public Sector organisations utilised 90% or more of their training budget. Half of the organisations responding were of the view that the training budget allocated to them was adequate.

8.12 As reported, the hurdles in meeting the annual training requirements were insufficient budgets; time constraints in organising training programmes; difficulty in identifying suitable training courses; heavy workloads that left little time for training; unwillingness on the part of officers to undergo training; and the absence of new courses or inadequate staff for replacement. In respect of employees of the Workmen's Group, many organisations cited the difficulty of identifying relevant training courses. For Clerical, Executive and Technical groups, the main difficulty encountered was lack of funding while for administrative and professional groups it was mainly attributed to a high workload and inability to release staff.

8.13 The survey also indicated that, following the publication of the 2021 PRB Report, 47% of the organisations have designated a Training Manager to be responsible for the implementation of Training and Development initiatives. The main constraints for not designating a Training Manager, as reported by organisations, were, among others, the size of the organisation; budgetary limitations; absence of suitable officers to assume the role; and lack of HR personnel. Furthermore, an increase in the number of staff trained has been observed in organisations where a Training Manager has been designated, as opposed to those without one. As regards follow-up and feedback collection from officers who have received the training, it was noted that organisations do not have a proper mechanism in place.

8.14 The main suggestions from stakeholders for improving Training and Development in the Public Sector are, among others, developing new training tools and equipment; providing refresher courses to reinforce and update employees' skills and knowledge; making certain courses mandatory; decentralising training so as to motivate officers who are reluctant to attend training due to distance problem; and provision of adequate budget.

8.15 The survey also showed that the importance of training accorded varies among public sector organisations. Though funds might be insufficient, some organisations tend to neglect this key aspect of human resource development. Workload issues and consequently release of officers have also been major obstacles to officers taking part in training. On the other hand, the designation of Training Managers within various organisations has proved fruitful as evidenced by an increase in the number of trained officers.

8.16 In the light of the survey findings and submissions of the parties concerned, we are providing for: a more strategic alignment of Training and Development extending the concept of Training Manager and the setting up of Training Committees in the wider Public Sector; and Management of organisations to prioritise training as a means to boost performance and making officers conversant with AI technologies. We further consider that a resilient Public Service is necessary to tackle difficult situations and challenges.

Training and Development in the Long-Term

Recommendation 1

8.17 We recommend that the MPSAR should implement measures to ensure that the Training and Development needs of employees are aligned with its long-term transformation objectives of the Public Service. Such measures should be geared towards the development of a dedicated, performance-oriented and people-centred Public Service.

Training in AI

8.18 The increasing use of digital tools in public service delivery requires that officers possess digital competence and adaptability. This has become more pressing with the advent of AI technologies to optimise Government operations and improve service delivery. Hence, the need for appropriate staff development for successful adoption of AI.

Recommendation 2

8.19 We recommend that Public Sector organisations should consider investing in training and development programmes that equip employees with the necessary basic skills and knowledge they need to work effectively with AI technologies.

Training Interventions

8.20 In the last Report, the Bureau recommended that the MPSAR, CSCM and Public Sector Organisations should, in the framing of their training policies, adopt appropriate training interventions, namely Entry Level Training, Mid-Career Training, Short-Term Thematic Training, Customised Training, Orientation Training, Long-Term Training, Workshops/Seminars/ Conferences, Overseas Training and Online Learning. **Since the training interventions are still relevant, the Bureau considers that organisations should continue to adopt them as appropriate.**

Resilient Public Service

8.21 Resilience has been defined by the Organisation for Economic Cooperation and Development (OECD) as, "the capacity of systems to absorb a disturbance, recover from disruptions and adapt to changing conditions while retaining essentially the same function as prior to the disruptive shock". Given that workforce is at the heart of the Public Service delivery systems, a resilient Public Service system would, therefore, require resilient workforce management and resilient public officers.

8.22 In addition to training interventions mentioned at paragraph 8.20 above, to better equip employees for overcoming challenging situations, the MPSAR in collaboration with the AIPSI, should consider the provision of resilience training to public officers to increase their ability to navigate adversity and adapt to change.

Minimum Number of Hours of Training

8.23 As per present provisions, the minimum number of hours of training that should be provided to employees in different occupational groups ranges from 40 to 60 hours yearly. It has been observed that the actual number of hours of training provided to public sector employees varies considerably. In certain job categories, some employees have received significantly more than the minimum number of hours of training, whereas those in the Workmen's Group have either been offered limited training opportunities or no training at all. Furthermore, certain stakeholders have requested for an increase in the number of hours of training. The Bureau is, therefore, making provision for gradual harmonisation in the minimum number of training hours.

Recommendation 3

8.24 We recommend that Public Sector Organisations should:

(i) consider gradually bringing the minimum number of hours of training recommended for the different occupational groups, namely Workmen's Group; Clerical, Executive and Technical; and Administrative, Professional and above, to 60 hours annually; and

(ii) ensure that employees are afforded training opportunities in a fair and equitable manner to enhance their performance.

Training Manager

8.25 In the last Report, we recommended for officers not below the level of Assistant Manager, Human Resource to be designated as Training Manager to perform some specific tasks in Civil Service organisations, such as implementation of Training and Development programmes, conducting periodic Training Needs Assessment, among others, against payment of an allowance.

8.26 With a view to gaining further insight into the effectiveness of the designated position of Training Manager and assess its future relevance, the MPSAR, at the request of the Bureau, compiled data from incumbents in some 45 Ministries/Departments. From the information gathered, this practice is meeting its objectives as there has been a notable improvement in the provision of training in those organisations. In the given circumstances, we consider that it should continue. **We are further extending it in the wider public sector for the benefit of both the officers and the organisations and for greater effectiveness.**

8.27 Moreover, to further enhance the provision of training within the Public Sector, proposal was made to establish a permanent full-time position of Training Manager. However, this could not be retained as it would have resulted in the creation of a dead-end position thereby thwarting the career advancement of officers of the HR cadre. Likewise, the request to open the designated position of Training Manager to officers at lower rungs of the HR Cadre is not appropriate, as the position requires an appreciable degree of maturity and experience.

Recommendation 4

8.28 We recommend that:

(i) Management of Parastatal and Statutory Bodies (PSBs), Local Authorities and the Rodrigues Regional Assembly should also designate an officer not below the level of an Assistant Manager, Human Resources in the Civil Service as Training Manager; and

(ii) Parastatal Bodies with small establishment size and/or with no grade at the level of an Assistant Manager, Human Resources in the Civil Service or above, may request for the services of a Training Manager from the MPSAR.

Roles and Responsibilities of Training Managers

8.29 Since the practice of Training Manager is being extended in Parastatal Bodies, Local Authorities and Rodrigues Regional Assembly, we consider that appropriate guidelines should be developed with respect to the roles and responsibilities of that position for a consistent approach in the Public Sector.

Recommendation 5

8.30 We recommend that Training Managers should ensure:

(i) the prompt preparation, review and implementation of the Training Action Plan for the organisation under their responsibility;

(ii) actions are promptly initiated to enable the organisation under their responsibility to make optimum use of their training budget and meet the relevant KPIs; and

(iii) the proper monitoring and evaluation of the training courses provided to employees and gather the feedback on the courses followed for evaluation purposes.

8.31 We further recommend that:

(i) the MPSAR should come up with relevant guidelines for the training of Public Sector employees detailing, among others, the roles and responsibilities of Training Managers, preparation of Annual Training Action Plan and the procedure to be adopted to tap the services of the relevant institutions and availing the appropriate training; and

(ii) Ministries/Departments/Organisations should prepare a quarterly report on, inter alia, usage of training budget; training courses provided; and number of employees trained both locally and abroad for monitoring, follow-up and decision taking purposes.

Mode of Compensation for Training Managers

8.32 Training Managers in the Civil Service are paid a monthly allowance for shouldering additional responsibilities in that capacity. We are maintaining payment of same.

Recommendation 6

8.33 We recommend that:

(i) notwithstanding provision made at paragraph 8.28(ii), the officer designated as Training Manager in the Civil Service, Parastatal Bodies, Local Authorities and Rodrigues Regional Assembly should be paid a monthly allowance equivalent to two increments at point reached in the salary scale; and

(ii) in no circumstances, the allowance payable to a Training Manager should exceed two increments.

Training Committees

8.34 In order to assist Training Managers in accomplishing their key functions, the Bureau recommended in 2021 PRB Report, that Supervising Officers of Ministries/Departments/Organisations should mandatorily set up a Training Committee and submit details of its composition to the MPSAR. The Training Committee, under the guidance and advice of the Training Manager was, among others, tasked with formulating a Training Action Plan for short term as well as a long-term strategy, taking into account the specific training needs and requirements of each organisation; ensuring the optimum use of financial resources allocated for training; and facilitating the continuous professional development and growth of officers across the Public Sector.

8.35 So far, most of the above provisions have been implemented in the Civil Service while the Parastatal Bodies, Local Authorities and Rodrigues Regional Assembly are lagging behind. In view of their importance in boosting employee performance and reinforcing the Training and Development functions, we consider that Training Committees should be established in all Public Sector organisations and should actively and effectively carry out this responsibility.

Recommendation 7

8.36 We recommend that Supervising Officers of Ministries/Departments/ Organisations across the Public Sector should ensure:

(i) that a Training Committee is set up in their organisation and is fully operational; and

(ii) proper earmarking of training funds for employees and that same are not left idle and/or reallocated for other use.

Training Scheme for Trainees

8.37 Provision exists for the enlistment of Trainees to improve their employability and enable them to gain experience in the Public Service. During their traineeship, they are provided relevant training so that they may acquire the right skills and competencies. We are maintaining this arrangement.

Recommendation 8

8.38 We recommend that the MPSAR should, after consultation with Ministries/Departments/Organisations, continue to identify areas where the services of Trainees are required and set up schemes for their enlistment as well as the terms and conditions governing them. Through these schemes, the Trainees would be called upon to undergo training dispensed by any approved institution and acquire the right skills and competencies for appointment to the relevant grades.

List of Training proposed by Management and the Staff Side

8.39 During consultations, the representatives of the staff side were requested to submit a list of training programmes/areas suitable for their affiliates while Management was asked to provide a list of training courses that may be dispensed to officers in their respective organisation for an improved service delivery. **The training programmes/areas/topics as proposed by stakeholders are at Annex, for any appropriate action by the MPSAR.**

ANNEX

Proposed Training for Civil Service

Workmen's group

1. Aluminium works
2. Gypsum board Partitioning works
3. Painting, Plumbing, Masonry, Cabinet Making
4. First Aid
5. Improving Communication and Productivity at Work
6. Customer Service and Communication for Field Technicians
7. Awareness on Gender Mainstreaming
8. Tea Making and Service.
9. Standard Driving Courses
10. Customer Care
11. Electrical Safety and Compliance
12. Heating, Ventilation and Air Conditioning (HVAC) System Installation and Maintenance
13. Energy Efficiency and Green Technologies (solar integration, smart HVAC systems)
14. Reading and Interpreting Blueprints and Schematics
15. Workplace Ergonomics and Injury Prevention
16. Basic Project Management for Tradesmen
17. Training on Blocking, hot foil and folding Machine
18. Training on mechanical machine
19. Training on Basic IT Courses
20. Training on sewing, stitching and adhesive Machine
21. Pneumatic Training
22. Preventive Maintenance on hydraulic system
23. Mechanical Training on Offset Printing Machines (Grosser Tiegel, Speedmaster 74, Printmaster74)
24. Training on Stacker for Stores Attendant
25. Defensive Driving
26. Personal Grooming
27. Training on operating telephone PABX
28. Training on code of ethics

29. Communication and Interpersonal Skills
30. Workplace Safety and Health for Handy workers and Drivers
31. Training on electric vehicle meters
32. Metrology
33. Working at heights
34. Installation, Maintenance and Repairs of Split Type Air Conditioners Using R290 Refrigerant

Clerical, Executive and Technical group

1. Operation and Processes Management
2. Advanced Microsoft Excel
3. Registry Procedures
4. Tender Preparation and Evaluation
5. Advanced PowerPoint
6. Awareness on Gender Mainstreaming
7. Supervisory skills
8. Data Analytics
9. Advanced Microsoft Word
10. Tender Preparation and Evaluation
11. Advanced Project Management
12. Writing Project Management
13. Registry procedures
14. Report Writing
15. Interpersonal and Communication Skills
16. Financial Operations in the Public Sector – Applications of Rules and Regulations.
17. Strategic Management and Planning
18. Statutory Interpretation and Drafting of Legislations.
19. Protocol and Etiquette for Events
20. Advanced Electrical System Design and Load Calculations
21. Building Automation and Smart Heating, Ventilation and Air Conditioning Systems
22. Energy Management and Sustainability Practices.
23. Project Management and Leadership for Engineers.
24. Managing Resources
25. Code of Ethics and Good Governance

26. First Aid
27. Increasing Productivity through Stress Management
28. Knowledge Management
29. Writing Effective Minutes of Meeting
30. Introduction to Statistical Software (Stata, CS Pro, SPSS)
31. Strata and Analysis of Statistical information
32. Multidimensional
33. Data Management
34. Microsoft Excel Formulas and Functions
35. Graphical Presentation of data
36. Power Point Presentation
37. Leadership and Management skills
38. Time Management
39. Team work
40. Motivational skills
41. Coordination, Monitoring, Evaluation and Reporting
42. Operating e-Social Security System
43. Training on Accounting and Records Management
44. Increase productivity through Stress Management
45. Handling Difficult Customers
46. Negotiation and Mediation Skills
47. Writing skills for parliamentary questions and cabinet documents
48. Leadership and management training for Technical Cadre
49. Improving public sector governance
50. Course in legal writing/prosecution
51. Analytics and World Trade Matters
52. Rule of Origins and Trade Agreements
53. Advanced Trade Policy Course
54. NSP, Ocean Governance, Strategic thinking, Technical Diving
55. Surveys for hydrocarbon/Minerals
56. e-Registry system
57. Drone Image Processing, Deep Sea for Plantation, Targeted Seminar/Workshop
58. Training on specialised software for Commission on Limits of the Continental Shelf (CLCS) (Geocap)

59. Further capacity building in mineral and hydrocarbon exploration, overseas training with institution in extractive industry
60. Marine spatial planning, Real-Time Kinematic (RTK) Training, Data Management
61. Capacity Building in the implementation of Biodiversity Beyond National Jurisdiction (BBNJ) provisions in national legislation
62. Advanced training in using Hypack software, Scientific programming. Python Programming

Administrative/Professional Group

1. Drafting of Terms of Reference for Capital Projects
2. Training in structural steel, retrofitting of existing govt Building, Contract Management.
3. Fédération Internationale Des Ingénieurs Conseils (FIDIC)
4. Training on Building Information Modelling (BIM)
5. Training on Hybrid and Electrical Cars
6. Procurement Policy Office (PPO)
7. Short Course on Photovoltaics (PV) for beginners and Advance (PV)
8. AutoCAD 2D and 3D Essentials.
9. Short Course: Implementing ISO9001:2015 Quality Management System
10. IET wiring Regulations – BS 7671:17th Edition Incorporating Amendment Number 3(2015)
11. Fundamentals of Fire Alarm Systems
12. Course on Energy Saving LED Lighting Technology
13. Basic Electronic Practices
14. Heating, Ventilation and Air Conditioning Fundamentals
15. First Aid
16. Strategic Management and Leadership
17. Court Proceedings
18. The Cybersecurity Fundamentals
19. Statutory Interpretation
20. Managing Performance in Public Sector
21. Strategic Management and Planning
22. Leadership skills and Strategic Thinking
23. Writing skills for Parliamentary Questions and Cabinet Documents
24. Legal Writing – Principles and Practices.

25. Forensic Auditing
26. Investigative Interviews
27. Financial Analysis
28. Investigative techniques to modern fraud.
29. Time Management.
30. Team Dynamics
31. Change Management and Organisational Development
32. Legal and Compliance Training (HR, Contracts, Labour Laws, etc.)
33. Negotiation and Influencing Skills
34. Crisis Management and Business Continuity Planning
35. Innovation and Digital Transformation Strategies
36. Tender Preparation/E-Procurement Training
37. Training on Payroll Computation
38. Training on Finance and Legal Matters.
39. Investigatory Techniques (interview techniques, evidence gathering and analysis writing)
40. Specialised areas of investigation – e.g noise nuisance and noise regulations, town and country planning
41. Risk Management
42. Customer Service Excellence
43. Managing Change for Transformation
44. Public Sector Financial Management
45. Policy formulation
46. Digital Transformation
47. Court Proceeding
48. Effective Performance Appraisal
49. Project Management
50. Performance Based Budget monitoring and preparation
51. Enhanced leadership skills and courses in athletics coaching and officiating on project set up
52. Specialisation in elite
53. Regional and National level swimming
54. Managing Youth in difficult situation and severe behavioural problems
55. Managing Resources in the community

56. Leadership Development Programme
57. Conflict Management
58. Judicial Review
59. Interpersonal and Communication Skills
60. Maritime Security Laws/ International Law of the Sea
61. Firefighters Development Programme
62. Complex, Structural, High-Rise Firefighting and Rescue Training Course
63. Hazardous materials First Responder Training Course/Hazardous materials Instructor Course
64. Initial Incident Command/Intermediate Incident Command/Advanced Tactical Incident Command/ Strategic (GOLD) Incident Command
65. Practical Fire Investigator
66. Portable Fire Extinguisher Recharging and Maintenance
67. Incident Safety Officer
68. Fire Prevention Inspector
69. Rope Rescue (High Rise Building and Mountain Cliff) Training Course
70. Fire Safety Smoke Control/Ventilation/Pressurisation
71. Light Rail Fire and Rescue Training Course
72. Road Collision and Extrication Training Course
73. Auxiliaries Fire Equipment Maintenance, Standard Tests and Repairs
74. Main Control Administration and Fire Risk Assessment
75. Fire Safety Management and Fire Risk Assessment
76. Introduction to Accident and Incident Investigation
77. Auditing in Flight and Ground Operations
78. Occurrence reporting in aviation
79. Government Safety Inspector Course (Airworthiness)
80. Aircraft Accident Investigation Techniques
81. Aviation Audit Techniques
82. Aerodrome Control Rating ICAO 053
83. Approach Control Course ICAO 052
84. Area Control Course
85. ICAO 022: Aeronautical Cartography (Basic)
86. Workshops for Air Traffic Control Officers
87. Basic Aeronautical Information Services Course

88. ICAO AVSEC National Instructors Course
89. National Civil Aviation Security Programme
90. ICAO Aviation Security Supervisors Course
91. Cyber Security
92. ICAO Security Culture
93. Landside Security
94. Aviation Security Management Programme

Proposed Training for Parastatal Bodies

Workmen's Group

1. Health and Safety at work
2. Harassment at Work
3. Stress Management
4. Legal aspect of work and Contract of employment
5. Code of Ethics
6. First Aid
7. Personal Grooming and Business Etiquette at Workplace
8. Plumbing Techniques/ Roof Plumbing/ Pipe Drafting/ Pipe laying works and Repair of pipe
9. Defensive driving techniques
10. Electrofusion Techniques
11. Develop construction and repair skills
12. Facilities Management/ Plant Maintenance
13. Training on road safety
14. Training on Gender Equality
15. Interpersonal and Communication skills
16. Handling Difficult Customers/Customer care
17. Confidentiality Values
18. Performance Management System for workmen's group
19. Operating telephone switchboard and how to communicate over the phone
20. Tea making and Service
21. Gardening practices and training on utilisation of equipment like brush cutter and on different techniques of plant propagation (Caretaker/Gardener)
22. Safe use of blades for Binders
23. Use of chemicals for cleaning: General Worker/Library Attendants
24. Safe Lifting Techniques
25. Heritage principles, ethics and law, practical skills for conservation techniques and preservation methods.
26. Brick laying/ Stone Masonry
27. Carpentry and Joinery
28. Painting and Decorating
29. Plastering

30. Mortar Analysis
31. Horticulture/Arboriculture

Clerical, Executive, Technical

1. Supervision and Management
2. Health and Safety at work
3. Development of Qualification Standards.
4. Data Management and Report Writing
5. Procurement and Supply Management
6. Public Sector Financial Regulations and Procurement/ Public Sector Accounting and Procurement/ Financial Management and Accounting Principles
7. Human Resource Management
8. Audit and Compliance
9. Administrative and Office Management
10. Customer Service Excellence/ Customer Care
11. Interpersonal and Communication skills/ Conflict Management
12. Time Management
13. Basic IT and Digital Skills/ Basic Microsoft Word/ Microsoft Excel/ Microsoft PowerPoint
14. Basics ICT Security/ Microsoft Office Cyber Security Training
15. Advanced Microsoft Excel
16. Basic HR and HR Regulations/Labour Laws
17. Business Report Writing
18. Code of Ethics
19. Filing Techniques/Record Management
20. Stress Management
21. Leadership and Supervisory skills for Middle Management
22. Legal skills
23. Managing Difficult Customers: De-escalation Techniques/ Public Relations
24. Minutes Writing
25. Team Building and Bonding
26. Training in Draughtsmanship
27. Tender Preparation and Bid Evaluation
28. Anti-Money Laundering and Combating Financing Terrorism

29. Advanced training on E-procurement system from PPO
30. Good Governance
31. Continuous Improvement Program
32. Performance Management
33. Registry Procedures
34. Risk Management
35. Managing projects in the Public Sector
36. Negotiation and Mediation Skills
37. Workforce Planning

Administrative/Professional

1. Code of Ethics for Public Officers
2. Good Governance
3. Health and Safety at Work
4. Tender Preparation and Evaluation.
5. Basics of ICT Security/ Information Security Management System
6. Strategic Leadership and Organisational Management
7. Public Policy and Cooperative Sector Development
8. International Collaboration and Networking
9. Financial Management for Senior Executives
10. Research Methodology and Data Analysis
11. Curriculum Development and Institutional Design
12. Project Management for cooperative development
13. Monitoring and Evaluation
14. Counselling Techniques
15. Risk Management
16. Office Management and Administrative Skills
17. Leadership and Managerial Training
18. Technology and Digital Transformation
19. Artificial Intelligence/ Business Intelligence
20. Interpersonal and Communication skills/ Conflict Management
21. Public Relations
22. Costing Techniques

23. Employee Motivation Skills and Techniques
24. Financial Risk Management
25. Handling of Cash, fraud and security aspects
26. International Public Sector Accounting Standards (IPSAS)-Improvements and Amendments
27. Managing Difficult customers/ De-escalation Techniques
28. Tax Planning
29. Advanced Course on Public Relations and Crisis Management
30. Advanced Course on Digital Marketing Course/ Social Media
31. Strategic Purchasing Management and Procurement Concepts
32. AI Masterclass for accounting and finance professional
33. Facilities Management
34. Latest Digital and manual Archiving/Documentation Techniques
35. Digitalisation of Library/ online Databases
36. Problem-solving skills
37. Training on Mauritian administrative laws and legal methods
38. Continuous improvement Concept
39. Benchmarking
40. Leadership and Strategic Management
41. Enhanced report writing skills
42. Advanced tools and techniques for data analysis and Business intelligence
43. Quantitative Methods for Competition Analysis
44. Investigation techniques, interviewing techniques and research skills
45. Preparedness in dealing with digital markets
46. Public Procurement
47. Advanced Secretariat
48. Leadership and Management
49. Stress Management
50. Museum management/ administration
51. First Aid
52. Improving efficiency in organisation
53. Stress Management
54. Performance Management

55. Project Management
56. Time Management
57. Negotiation and Mediation Skills
58. Protocol and Etiquette

Proposed Training for Local Authorities

Workmen's Group

1. Safety training: Good work practice/manual handling operations
2. Tailor made courses to tradesman
3. Bush cutting and brush cutter handling

Clerical, Executive, Technical Group

1. Registry procedures
2. Prosecution duties
3. Handling operations
4. Customer Care
5. Building and construction

Administrative/Professional

1. ICT oriented hands-on training focused on awareness of using IT Tools and its best practices
2. Project management
3. Disaster management



9. REVIEW OF SCHEMES OF SERVICE AND QUALIFICATIONS

9.1 This Chapter stresses on the different aspects related to a scheme of service in general, including the review of the different components, with qualification being one of the most essential. All these are examined in determining the relative worth of a job. Therefore, if major changes are brought thereto, these may impact on the salary grading, *ceteris paribus*. We also report herein on the grant of higher qualification incentive.

Scheme of Service

9.2 A scheme of service is an official document prescribed in accordance with regulations of the respective Service Commissions. Almost all established grades in the Public Service have a scheme of service except for a few high-level positions where their establishment and responsibilities have been provided by way of enactment. It specifies the mode of appointment to the grade, which encompasses the required qualification(s)/skills/experience required of the prospective job holder; roles and responsibilities; and duties. At times, where required the pattern of work is also mentioned. It, therefore, provides a clear delineation of duties and responsibilities, thereby ensuring proper deployment and judicious use of human resources.

9.3 The need to review a scheme of service is normally driven by: an evolution in work processes owing to emergence of new technologies; need for additional or new skills/competencies; obsolescence of existing qualifications required; enlargement/enrichment in duties; reviewed mandate of the organisation; and compliance with new laws/legislations, among others. Prior to bringing amendments to schemes of service, the organisational needs and objectives as well as the career path of officers are also to be considered.

9.4 During this process, the Ministry/Department concerned consults Staff Associations/Federations for their views and comments; an advance copy of the proposed scheme of service is submitted to the Ministry of Public Service and Administrative Reforms (MPSAR) for examination and the latter seeks the advice of the Bureau on any bearing on the salary grading further to the proposed changes. Lastly, the proposed scheme of service is forwarded to the appropriate Service Commission for consideration and agreement prior to its prescription in its official form.

9.5 Presently, there are around 2327 prescribed schemes of service for Ministries/Departments and the Rodrigues Regional Assembly. According to the MPSAR's Circulars, schemes of service of grades in Parastatal Bodies are dealt with at the level of their respective parent Ministry, while their approval rests with their Board. We have been apprised that only in exceptional and complex cases or where it is considered essential, the parent Ministry concerned consults the MPSAR for advice and clarifications. Once the scheme of service is approved by the Board, it becomes official.

9.6 To expedite the processing of schemes of service of grades in the Civil Service, a Consultative Committee on Scheme of Service has been set up at the level of the MPSAR, comprising *inter alia* a representative of Federations. The Committee promotes meaningful discussions with stakeholders concerned.

9.7 Both the Federations and MPSAR made several proposals regarding schemes of service. These are reported and discussed below under the relevant sub-heading.

Electronic Platform

9.8 With a view to digitalising the core HR functionalities including scheme of service, the MPSAR embarked on the implementation of the e-HR project. During consultation, the latter informed that a digital system for scheme of service has been developed under the Sandbox Framework with the aim of streamlining the consultation processes for approval.

9.9 The system has been implemented in a phased manner since 2022 and according to the Ministry, it is effectively contributing to reduce the time taken to finalise the prescription of schemes of service. Resultantly, same will be extended gradually to all Ministries/Departments. **We believe that such an initiative in this digital era would have a positive impact on the timely filling of vacancies in the Public Service.**

Handbook for Drafting Schemes of Service

9.10 In 2013, the MPSAR came up with a Handbook for Drafting of Schemes of Service in the Public Sector, wherein guidelines for framing/reviewing of schemes of service have been provided to ensure consistency in this process. Considering that more than a decade has elapsed since then, we view that same should be updated to reflect any evolution in the various aspects of a scheme of service and recommendations/views of the Bureau on the subject. Since this document serves as a yardstick for every Ministry/Department/ Organisation when drafting/bringing changes to schemes of service, we hold that it is high time for its updating. We are recommending accordingly.

Recommendation 1

9.11 We recommend that the MPSAR should revisit the Handbook for Drafting of Schemes of Service in the Public Sector by providing appropriate and clear guidelines that also reflect provisions of the PRB Report, new policies and trends.

Custodian of Schemes of Service

9.12 For this review, Federations represented that they should also participate when variations are brought to schemes of service of grades in Parastatal Bodies. According to them, such consultations would promote less strained relations between union/staff and Management and at the same time allow for collective negotiations.

9.13 The Bureau has observed in many cases that schemes of service of grades in certain Parastatal Bodies are significantly amended without examining their impact and seeking the prior advice of the Bureau on any bearing on salary. Such changes are often not according to the Bureau's framework and set policies. Had the proposed schemes of service been examined by the MPSAR, such distortions would not have occurred, but instead consistency and uniformity would have prevailed. We, therefore, consider that as custodian of schemes of service, the MPSAR should have an oversight on schemes of service of grades in Parastatal Bodies and Local Authorities. We are recommending in that direction.

Recommendation 2

9.14 We recommend that for consistency's sake and uniformity, the MPSAR should exercise oversight over all schemes of service of grades of Parastatal Bodies and Local Authorities and same to be reflected in its Handbook. Proposed amendments in the scheme of service of the above-mentioned grades should then be submitted through the MPSAR to the Bureau.

Proposed Schemes of Service

9.15 In the last Report, the Bureau recommended that the MPSAR should examine proposed amendments brought to schemes of service prior to submitting same to the Bureau together with their views and comments, to reduce the processing time involved in their prescription.

9.16 However, we noted with much concern that proposed schemes of service were still being submitted to the Bureau with several discrepancies coupled with lack of essential information. In certain cases, the qualifications requirement of a grade is reviewed in isolation without considering the need for any consequential amendments in the scheme of service of grades in the Cadre. At times, the MPSAR did not provide its views/comments on the proposed amendments but only transmitted the request from the Ministry/Department concerned. In the given circumstances, the time taken to examine the request is considerably delayed, the moreso some requested information are submitted after several months. Moreover, in a few cases, holding of working sessions with parties concerned was necessary so as to better explain on the discrepancies noted and how to go about to thrash out the issue.

Recommendation 3

9.17 We recommend that the MPSAR should scrupulously examine all proposed schemes of service of new grades as well as proposed amendments to be brought to existing ones and their associated implications within the Cadre, if applicable and across the Public Service, before submitting same to the Bureau, together with its views and comments.

Alignment of Scheme of Service

9.18 Provision exists for alignment of schemes of service, wherever relevant, of similar/comparable grades in the Parastatal Bodies, Local Authorities and Rodrigues Regional Assembly **(**RRA) with those in the Civil Service.

9.19 While this practice allows for a harmonisation of schemes of service of grades in the Public Service as far as generic duties are concerned, we hold that the specificity of the organisation should also be reflected in the duties devolving upon grades thereat. Management and the MPSAR should ensure that this aspect is not overlooked. We are, therefore, revisiting the present provision.

Recommendation 4

9.20 We recommend that where the salaries of identical/comparable grades in Parastatal Bodies, Local Authorities and RRA are aligned on those of the Civil Service, the scheme of service of these grades should, wherever relevant, be amended along similar lines as those of their Civil Service counterparts.

9.21 We further recommend that Management as well as the MPSAR should ensure that the specific duties devolving on grades concerned in their organisation are also reflected in their scheme of service during their alignment exercise.

Amendment of Scheme of Service

9.22 Notwithstanding the fact that the onus to amend schemes of service rests with Management, after consultations with relevant stakeholders, the Bureau has in certain instances, where deemed important, recommended or advised for changes to be brought thereto, with what obtains in its framework. Such cases relate mainly to a rationalisation with what has been recommended for comparable grades in the Public Sector and consequential amendments in schemes of service following creation or merging of grades and enlargement/enrichment in duties, among others. The impact of these amendments on salary has also been taken into consideration.

9.23 Moreover, following recommendations made in an overall review exercise, Ministries/Departments/Organisations are required to initiate necessary action for the framing of the scheme of service of new grades recommended in the Report and bringing amendments thereto, where required, within a period of four months as from the effective date of the Report.

9.24 The Federations submitted that there is need to reduce the timeframe to expedite the processing and prescription of schemes of service as the delay in conducting this exercise causes much prejudice to their members. The MPSAR on its side proposed a defined timeframe in that respect. After examining the proposals of both sides, we are reviewing the timeframe for an effective service delivery.

Recommendation 5

9.25 We recommend that further to recommendations made in this Report, Supervising/ Responsible Officers of Ministries/ Departments/ Organisations should ensure that schemes of service are framed or amended within a period of three months.

Business Continuity in Case of *Force Majeure*/Public Emergency

9.26 Further to the Pandemic, provision was made in the last Report for Responsible Officers of Ministries/Departments to identify all functions where the delivery of service may be made from a remote location and to initiate action to review the scheme of service of the grades identified to enable business continuity. However, no consensus was reached among all stakeholders and schemes of service were not reviewed accordingly.

9.27 For this Report, the MPSAR submitted that Ministries/Departments should be responsible for identifying the specific grades required to ensure business continuity in cases of *force majeure*/public emergency and such services may be delivered by making arrangements for the implementation of the Work From Home Protocol in line with the Ministry's Circular Letter No. 14 of 2021. **We consider the proposal of the MPSAR appropriate to cater for such situations.**

Qualifications

9.28 The requirement to possess specific qualifications is set in schemes of service for the appointment/promotion of employees with the appropriate knowledge-base, skills-set and years of experience to be able to assume the responsibilities/duties of the job.

9.29 Presently, only the highest qualification required is specified in the schemes of service of entry grades in the Public Service. However, lower-level qualifications are also specified in certain cases, in view of the nature of the duties to be performed**. We consider the present provisions adequate and should be maintained.**

9.30 With the emergence of advanced technologies, development in the educational landscape with the increase in the number of private and public universities and an easier access to tertiary education, the Public Service has witnessed a considerable rise in the number of overqualified candidates. As a result, demands were made from several unions to upgrade qualifications in general at all levels. However, possession of only academic qualifications is not sufficient as the candidate also requires the relevant skills and experience to satisfy the employer's criteria for employability. Sector-specific surveys on labour shortages and skills mismatch indicate that employees with the required technical and soft skills and past working experience are hard to find by employers.

9.31 The Public Service Commission has pointed out that for vacancies reported, the qualifications requirement of the post has not been reviewed to align with current academic qualifications/courses offered by universities/tertiary institutions; and that appellations of certain qualifications have become obsolete. They also reported that difficulties are encountered in matching the qualifications held by candidates which have not been explicitly specified in schemes of service.

9.32 We consider that qualifications requirement should be properly reviewed, particularly for positions that are difficult to fill. Moreover, while setting the qualifications, the nature and level of duties of the grade should be taken on board for coherence. It is, therefore, imperative to re-assess the requirements for all roles and to update those where deem relevant to meet organisational needs of Ministries/Departments.

9.33 Against this backdrop, we hold that it is incumbent on every Ministry/Department to review qualifications of grades where there is need, and in so doing, consideration should as far as possible be given to those courses that are being dispensed by locally-based universities/higher education institutions. In parallel, Management should pay heed to the relevance and equivalence of the qualifications possessed by serving officers so as not to jeopardise their chance of promotion when reviewing the qualifications requirement.

Equivalent Qualification

9.34 At present, the requirement for an equivalent qualification to those mentioned in the scheme of service is inserted to cater for candidates who may not possess the exact qualifications as specified. The MPSAR views that this provision should be maintained.

9.35 Moreover, during consultation, the Public Service Commission submitted that many potential candidates are unable to obtain equivalence for the 'equivalent qualification'. It was also highlighted that the Higher Education Commission is not able to assess the equivalence of qualifications which are no longer being offered.

9.36 Against this background, we view that it would be more appropriate for the Government to consider the relevant entity/authority for determination of qualification's equivalence. We are recommending along these lines.

Recommendation 6

9.37 We recommend that the practice of including the term "equivalent qualification" in the qualifications requirement of grades should continue.

9.38 We further recommend that the MPSAR in collaboration with the Ministry of Tertiary Education, Science and Research, the University of Mauritius or any other public university and the Higher Education Commission should come up with an equivalency process for those qualifications where the PSC has reported difficulties.

Upgrading of Qualifications Requirement

9.39 For this review also, an array of requests was made by both Management and staff side for an upgrading of qualifications requirements of grades at all levels. The different reasons advanced include, among others, an evolution of duties performed; qualifications prescribed in schemes of service are no longer run by universities/higher education institutions; serving officers possess higher qualifications; changes in work processes with the advent of new technologies; to meet legal requirements; as a means to retain officers; and for a better remuneration package.

9.40 After examining the requests, we observed that an evolution in the nature of duties may not necessarily be of a higher level; for certain grades, instead of requiring a higher qualification, a customised/competency-based training could be mounted and provided to the officers to allow them to perform their duties more effectively; qualifications are set based on the nature and level of duties/responsibilities of the job rather than on those possessed by incumbents; and staff mobility has become more prevalent owing to the excess supply of overqualified candidates in the labour market.

9.41 It is to be highlighted that qualification is one of the compensable factors in job evaluation. When same is upgraded in cases where the nature and level of duties have remained the same, there would be no incidence on the salary. Thus, an upgrading in qualifications may not fetch a higher salary. Merely, inflating qualifications may make it difficult to create a more diverse workforce, thus rendering the higher qualification a self-inflicted obstacle to recruitment.

9.42 In the circumstance explained, we consider that it would be more appropriate for Management to properly assess the need for any upgrading in qualifications taking into account the actual duties of the grade and functions of the organisation. As regards the provision made in the previous Reports for gradually raising the minimum qualifications requirement for grades requiring a degree to a postgraduate degree, except in scarcity areas, we consider it to be still valid and should be maintained.

Recommendation 7

9.43 We recommend that, only after conducting a proper assessment of the different aspects of the grade concerned to determine whether incumbents who possess the existing prescribed qualifications cannot perform the core duties/responsibilities of the grade that involve at least 50% of their working time, should Ministries/Departments/ Organisations,

after consultation with relevant stakeholders, including the MPSAR, consider upgrading the qualifications requirement of entry grades and/or promotional entry grades.

9.44 We further recommend that the MPSAR should submit the proposed schemes of service to the Bureau for advice on any bearing on salary grading, together with its views and findings thereon.

9.45 We also recommend that the competent authorities should consider raising the qualifications requirement for entry grades requiring a Degree with salary in a scale the maximum of which is not less than Rs 77750, to a postgraduate Degree or an equivalent qualification, except in scarcity areas.

9.46 The above recommendations should also apply to Parastatal Bodies, Local Authorities and the Rodrigues Regional Assembly.

Qualifications for Grade-to-Grade Promotion

9.47 Presently for a grade-to-grade promotion, where two or more qualifications are specified, the officer in the grade just below, who possesses the whole of the higher/highest qualification but lacks only part of the lower qualification, is also considered for promotion, provided he satisfies all the other requirements of the promotional grade. **We consider this provision still valid and are maintaining it**.

Qualifying Salary Point

9.48 The PSC remarked that the qualifications requirement in the scheme of service of certain grades comprises a qualifying salary point, which leads to recruitment difficulties, inasmuch as the salary point does not necessarily reflect its revised corresponding one. According to the MPSAR's Handbook for the Drafting of Schemes of Service in the Public Sector, salary points should, as far as possible, not be inserted under item "Qualifications" in schemes of service. **In this context, Management should initiate necessary action to review the schemes of service of grades concerned and propose valid amendments thereto.**

Experience

9.49 In addition to the qualifications requirement, experience/post-qualification experience in the relevant field is another requisite that needs to be satisfied to join a grade. This requirement ensures that prospective candidates possess the necessary knowledge through experience prior to shouldering effectively the responsibilities of the post.

9.50 Provisions exist for Responsible Officers to ensure, as far as practicable, that officers are made to rotate to acquire experience and make them conversant with the various aspects of the job.

9.51 Furthermore, Management should ensure that the terms “Management, Middle Management, Senior Management and Top Management” be avoided as far as possible, when setting the requirement for experience.

9.52 We consider that such practices should continue.

Recognition/Accreditation of Prior Experience

9.53 Recognition/accreditation of prior learning presently exists for appointment of officers who lack certain technical/vocational qualifications but have acquired knowledge and skills/competencies through experience over the years. However, this is subject to the experiential learning being recognised by an approved body. Simultaneously, Management should continue to identify alternative modes of training/qualification particularly in scarcity areas, to ensure that staff are able to perform their duties effectively.

9.54 We consider these provisions still relevant and should continue to apply.

Recommendation 8

9.55 We recommend that for posts requiring technical/vocational qualifications, consideration be given to the appointment of candidates who do not possess part of the qualifications but have acquired a minimum of 10 years’ relevant experience/competence which has been duly recognised by the Mauritius Qualifications Authority or any other recognised body.

9.56 We also recommend that Management should identify alternative modes of training/qualifications for grades requiring technical/vocational qualifications which are considered to be scarce. These should then be submitted to the MPSAR for consideration.

Aggregate Years of Service

9.57 Several discrepancies have been noted while examining proposed schemes of service submitted to the Bureau regarding the aggregate years of service required in a grade or cadre or more than one level for appointment/promotion to another position.

9.58 We consider that Ministries/Departments/Organisations should invariably consult the MPSAR when setting the aggregate years of service in schemes of service. **For consistency, the MPSAR may consider the advisability of evolving a guideline on aggregate years of service in its Handbook for Drafting of Schemes of Service.**

Core Duties

9.59 New grades have been created in the different parts of Volume 2 of this Report for an improved service delivery. In this respect, we have provided their respective mode of appointment and the core duties that incumbent(s) would be required to perform. These duties being the main ones would normally involve at least 50% of the employees' working time. **We hold that Management may consider updating the duties to reflect the actual requirements of the job and submit the proposed schemes of service, through the proper channel, to the Bureau for advice on any bearing on salary grading.**

Registration with Recognised Bodies

9.60 At present, officers in certain professional grades who are required to be registered with a recognised professional institute/body are presently refunded the full amount of the annual subscription fees. Those who are not required to be registered as per their scheme of service but who opt for same so as to keep in touch with the latest development in their fields, are in turn, refunded part of the annual subscription fees, subject to satisfying certain conditions.

9.61 Proposals have been made from different quarters for the refund of subscription fees to officers who are required to be registered with the Allied Health Professionals Council (AHPC) in order to be able to practice. In this respect, the Bureau has been apprised that the scheme of service of the grades concerned in the different Ministries is still under process for amendment in line with the requirements of the AHPC Act. **After examination, we hold that it would be more appropriate for the matter to be dealt with at the level of the Ministry concerned.**

9.62 We consider the present provisions adequate and are therefore maintaining same, while revising the ceiling of the annual subscription fee refunded**.**

Recommendation 9

9.63 We recommend that an officer, who, by virtue of his scheme of service, is required to be registered with a recognised Professional Institute/Body, should be refunded the full amount of annual subscription fees payable to not more than one of the relevant professional bodies, unless stated otherwise.

9.64 We also recommend that an officer drawing salary in a scale, the maximum of which is not less than Rs 77750 who, though not required to be registered with professionally recognised Institutes/Bodies according to the relevant prescribed scheme of service but has opted to register himself to keep abreast of latest development in his specific field of activities may be granted, subject to the approval of the Responsible Officer, an assistance of 75% of the annual subscription fee subject to a maximum of Rs 4000, provided that the knowledge/knowhow derived

from being a member of the Institutes/Bodies is of relevance to the duties of the officer.

Continuous Professional Development

9.65 Professionals who are required every year to achieve a minimum number of units of Continuous Professional Development (CPD) to maintain their membership in their respective professional institute/body, are provided in that respect, a financial assistance of 75% of the total amount up to a maximum of Rs 14450.

9.66 Representations have been made, among others, for full refund of the membership fees. Since the allowance is meant as a financial assistance, we consider that the present mode of compensation is appropriate. We are, nevertheless, revising the rate.

Recommendation 10

9.67 We recommend that for grades requiring membership to recognised Institutes/Bodies as per their scheme of service and where the achievement of a minimum number of Continuous Professional Development units is essential for continued membership, the incumbents should be provided a financial assistance of 85% of the total expenses in relation thereto, subject to a maximum of Rs 14450 annually.

Higher Qualification Incentive (HQI)

9.68 Transitional provisions were made in the last PRB Report for the gradual phasing out of the HQI scheme. Hence, officers who were undergoing or had enrolled for higher studies on or before 31 December 2021 were exceptionally allowed to benefit from the grant of HQI, subject to satisfying set criteria, prior to its discontinuation.

9.69 Requests of Unions were geared towards, among others, re-introduction of the grant of incremental credit for possessing additional higher qualifications instead of the HQI scheme; and for the latter not be restricted to scarcity areas only; and compensating for additional qualifications which are not directly relevant to the duties of the grade. During consultative meetings, parties were informed of the rationale for introducing the HQI scheme and the phasing out of the grant of incremental credits for possessing additional qualifications. Appropriate explanations were provided on requests that could not be acceded to due to technical reasons.

9.70 The Bureau considers that further to the development in the educational landscape, triggered by an increase in the number of private and public universities and coupled with an easier access to tertiary education, thereby leading to a considerable rise in the number of overqualified candidates in the market, including in the Public Service, there is no ground to maintain the HQI Scheme in its original form. However, we are maintaining the payment of HQI

to public officers for possessing additional higher qualifications in scarcity areas, subject to the recommendation of the Responsible Officer and approval of the MPSAR.

HQI for Scarcity Areas

Recommendation 11

9.71 We recommend the payment of lump sum rates of HQI to eligible officers for possessing additional qualification in scarcity areas, which is directly relevant to the performance of their duties and higher than that specified in the scheme of service of their respective grade, as per the table below:

Qualification	Amount (Rs)
Doctorate and above including specialist qualifications for medical profession	**33000**
Master's Degree	**22000**
Bachelor's Degree	**17600**

AND subject to satisfying the following criteria:

(i) the additional higher qualification has been acquired following an examination and is duly recognised by the Mauritius Qualifications Authority or the Higher Education Commission;

(ii) the officers concerned should hold a substantive appointment; and

(iii) they should not have benefitted from the payment of HQI or Incremental credit for possessing additional higher qualification for more than twice in their career.

9.72 We also recommend that an officer:

(i) who has already benefited from the payment of HQI for additional higher qualification in one capacity should not be granted HQI anew for the same qualifications in another capacity;

(ii) should not benefit from the payment of HQI for more than twice in his career; and

(iii) should not be granted lump sum rate for HQI in respect of another qualification pitched at same level as that for which he has already benefited from the payment of HQI.

9.73 We further recommend that where different qualifications are laid down in a scheme of service, the highest one should be taken as the basic qualification for the purpose of determining eligibility for payment of HQI.

9.74 We additionally recommend that:

(i) for the purpose of implementation of paragraph 9.71, the MPSAR, in collaboration with the Higher Education Commission, should draw up a list of courses falling under scarcity areas for the Public Service and conduct a periodic review of same; and

(ii) the provisions pertaining to HQI should also be applicable in Parastatal and other Statutory Bodies, Local Authorities and Rodrigues Regional Assembly.



10. RECRUITMENT, PROMOTION AND RETENTION

RECRUITMENT

10.1 Recruitment is entrusted upon four different central recruiting bodies in the Public Sector depending on the occupational class/fields. The Public Service Commission (PSC) and the Disciplined Forces Service Commission (DFSC), which have been established under the Constitution, are responsible for recruitment in the Civil Service. Whereas, recruitment in the legal field is carried out by the Judicial and Legal Service Commission (JLSC), while in the Local Authorities i.e Municipal and District Councils, this task is incumbent on the Local Government Service Commission (LGSC). As regards Parastatal and other Statutory Bodies (PSBs), such powers are vested in their respective Board as provided statutorily.

10.2 The objectives of the Commissions are, *inter alia*, to:

(i) identify and appoint qualified persons with the drive, skills and attitude for efficient performance;

(ii) safeguard the impartiality and integrity of appointments and promotions in the Public Service and ensure that these are based on merit; and

(iii) take disciplinary action with a view to maintaining ethical standards and safeguarding public confidence in the Public Service.

Civil Service Competency Framework

10.3 The success of the Public Service depends on its ability to optimise on its employees' capabilities and performance to ensure efficiency and effectiveness in the delivery of services. Currently, there is a tendency to lay more emphasis on qualifications and length of service while paying little attention to the competencies demonstrated in job performance. To address this issue and to ensure consistent high standards which could be used for the purpose of recruitment, recommendations were made in the last Report for the Ministry of Public Service and Administrative Reforms (MPSAR) to design a Civil Service Competency Framework.

10.4 Such a Framework would set out how public officers are expected to work, acting as a guidance in identifying, managing, developing and harnessing competencies required for the execution of tasks, and would be geared towards entrenching of behavioural attributes required of all public officers.

10.5 During consultations, the MPSAR apprised that the Framework concerned has not been developed given that core competencies form an integral part of a scheme of service and are already included in the Handbook for Drafting of Schemes of Service. The Bureau was also informed that during the recruitment process, candidates are assessed based on their skills/competencies, the onus of which, rests on recruiting bodies. Hence, the MPSAR requested for

organisations responsible for recruitment to be included in the design of the Framework.

10.6 The Bureau however holds that a Civil Service Competency Framework is broader than components included in schemes of service and should outline individual as well as organisational competencies, designed to focus on ability and capability of public officers. Hence, it should be developed in such a way so as to take into account elements of public sector reforms as well as Performance Management System. Since this provision has reportedly not yet been fully implemented, we are reiterating same.

Recommendation 1

10.7 We recommend that the MPSAR, in consultation with recruiting bodies, should devise a Civil Service Competency Framework that supports the Public Sector Reforms Initiatives and the Performance Management System. The Framework should focus as much on behaviour as on skills so as to ensure consistent high standards which could be used for recruitment purposes.

Human Resource Planning

10.8 Human Resource Planning (HRP) is an essential continuous process that links the human resource needs of an organisation to its strategic plan to ensure that staffing is sufficient, qualified and competent enough to achieve the organisation's objectives. Such exercise ensures that an organisation obtains the quality and quantity of staff it requires; makes optimum use of its human resources; anticipates and manages surpluses and shortages of staff; and develops a multi-skilled representative and flexible workforce, which enables the organisation to adapt rapidly to a changing operational environment.

10.9 It has been noted that though specific provisions were made in past Reports for organisations to carry out an HRP exercise, same has not been implemented in some Ministries/Departments/Organisations, while a few others carried out the exercise whenever necessary. Consequently, numerous representations were received mainly from Union members concerning the need for additional staff and filling of vacant positions. Moreover, during consultations, the Bureau has been apprised that the acute shortage of staff in certain grades is adversely impacting the efficiency, timeliness and overall quality of service delivery in organisations. Several requests were also received for creation of additional higher levels though the lower levels were still vacant. In a few other organisations, Management had recourse to long assignment of duties for vacant positions. Additionally, Federations/Unions represented that HR staff often lack the experience and skills to conduct HRP, which hinders the proper conduct of the exercise.

10.10 While examining the issue, it was observed that in most organisations, high vacancy rates may not necessarily reflect recruitment and retention problems. In the majority of cases, positions have remained unfilled due to a delay in prescription of schemes of service. **Recommendations related thereto have been made under the Chapter Review of Schemes of Service and Qualifications of this Volume.**

10.11 Taking into consideration that the objective of the HRP is to ensure that manpower requirements are aligned with the prevailing workload and that all vacant positions are filled within a reasonable timeframe, we are maintaining same while including a specific provision.

Recommendation 2

10.12 We recommend that the MPSAR should ensure that organisations mandatorily carry out an HRP exercise so that they can address their HR requirements. In carrying out the exercise, organisations should:

(i) assess the HR requirements that will be needed to deliver the operational objectives in the organisation's strategic plan;

(ii) assess the organisation's existing HR capacity; and

(iii) devise a plan on how to fill the gap between the existing HR capacity and the future HR requirements within the financial resources available.

10.13 We also recommend that it should be mandatory for officers of the HR Cadre in all public sector organisations to carry out an HRP exercise to determine the appropriate establishment size of their respective organisation for better accountability, effectiveness and efficiency.

10.14 We further recommend that organisations, while carrying out the HRP exercise, should include an assessment of the speed and efficiency of recruitment processes using appropriate metrics, such as the average time taken from the date of advertisement until the date of filling of vacancies.

10.15 We additionally recommend that the MPSAR should mount training courses in relevant skills required to carry out HRP for HR staff. Their HR Planning capacity could be set as an additional KPI to assess their performance.

Age Limit for Entry

10.16 The age limit for entry into the Public Service was 40 years while that for employees of the Workmen's Group was 48 years. In its Circular Letter No. 46 of 2022, the MPSAR pointed out that the prevailing age requirement has been a hindrance for recruitment of qualified candidates under the age of 40 years for certain posts which required a particular qualification obtainable after

several years of study and post-qualification experience. Hence, with a view not depriving the Public Sector from availing of the services of high calibre and experienced professionals, the age limit for entry in the Public Service was reviewed.

Recommendation 3

10.17 We recommend that the minimum age of entry to the Public Service should be 18 years except where otherwise stated by a provision in the scheme of service.

10.18 We also recommend that the age limit for entry into the Public Service should be:

(i) 50 years for grades requiring a post graduate degree together with years of post-qualification experience as core qualification;

(ii) 45 years for all other grades, except for the Workmen's Group; and

(iii) 48 years for employees of the Workmen's Group.

PROMOTION

10.19 Promotion is classified as either "class-to-class" or "grade-to-grade" as per the following broad definitions:

(i) "class-to-class promotion" means promotion to a rank which entails greater responsibilities of a **different nature** to those previously undertaken and performed; and

(ii) "grade-to-grade promotion" means promotion to a higher grade in the **same hierarchy** which entails greater responsibilities of the **same nature** to those previously undertaken and performed.

10.20 In previous PRB Reports, a framework has been provided as a guideline for determining promotion procedures. It is worth pointing out that this framework is optional as the mode of appointment is subject to the job requirements as well as the specificity of the organisation.

10.21 The present provisions are still effective and same should continue to prevail.

Recommendation 4

10.22 We recommend that:

(i) "class-to-class promotion" should continue to be invariably made on the basis of selection; and

(ii) "grade-to-grade promotion" should continue to be determined on a case-to-case basis with the mode of promotion explicitly stated in the relevant schemes of service.

10.23 We also recommend that the framework at Annex A to this Chapter should continue to serve as guidelines for determining promotion procedures.

Reporting System for Promotion

Recommendation 5

10.24 We recommend that the "Report on Fitness for Promotion" should continue to be the sole basis used for promotion purposes.

Effective Date of Grade-to Grade Promotion

10.25 After consulting relevant stakeholders and to address implementation issues, recommendations were made in previous PRB Reports for the date of assumption of duty to be the effective date of grade-to-grade promotion.

10.26 For this review, the MPSAR requested for the inclusion of an additional criterion in cases where the effective date of promotion should be the date of vacancy or the date on which officers in their respective batch have been promoted for seniority purposes. The views of the PSC were sought thereon and the Bureau was informed that no case other than those already listed, have been received for consideration for promotion. Moreover, it is considered that adding another criterion may trigger further implementation issues.

10.27 All representations have been examined and we consider that the current provisions are appropriate.

Recommendation 6

10.28 We recommend that the effective date of grade-to-grade promotion should be the date of assumption of duty.

10.29 We also recommend that the effective date of promotion in respect of cases mentioned below should be the date of vacancy or the date on which officers in their respective batch have been promoted for seniority purposes while for pay purposes, it should be the date of assumption of duty:

(i) officers under interdiction and subsequently reinstated on being cleared of charges against them;

(ii) officers who are under report (involved in Police cases) and for whom vacancies have been reserved pending finalisation of their cases and cases against them have eventually been dismissed;

(iii) (a) officers on scholarship abroad with the approval of the Commission; and

(b) officers selected for open scholarship and who are subsequently granted leave with full pay to follow the course; and

(iv) officers on leave without pay subject to provisions of PSC Circular No 4 of 1977.

RETENTION

10.30 Once recruited, employees should be adequately and continuously motivated so that the organisation does not face a staff shortage in the long term. Employee retention refers to an organisation's ability to retain its employees and ensure sustainability.

10.31 For the Civil Service, it has been observed that for almost every post advertised, there is an excess supply of over-qualified candidates. Consequently, a high rate of turnover is recorded whenever these candidates are appointed in other grades of their choice. This has become a normal phenomenon where officers prefer to move to posts with higher pay or one that is more suitable as per their qualifications held.

10.32 The four broad categories of measures used in the Public Sector to enable organisations tackle recruitment and retention problems so far are as follows:

Employment Practices	• Employment on contract and alternative modes of employment. • Employment on consultancy basis. • Employment on sessional basis. • Recourse to "Bank Schemes" of in-service and/or retired officers. • Employment on a month-to-month basis further to delegation of powers by the PSC. • Continuation of service beyond compulsory retiring age in highly specialised areas.
Training Schemes	• Sponsoring new recruits to follow courses in very scarce areas. • Mounting of appropriate courses locally. • Recruitment under cadetship/ traineeship schemes. • Reduction in the cost of training fees.
Organisational Remedies	• Redistribution of duties to officers/staff in post. • Rendering schemes of service more flexible by widening scope of recruitment. • Waiving of age limit. • Reviewing and enlarging qualifications requirement. • Reducing training period wherever and to the extent possible. • Assigning duties to less qualified but experienced officers. • Giving special consideration to officers who have performed the duties of the grade.
Reward Strategies	• Improvement of career structures to enhance the scope of promotion. • Negotiable point of entry in salary scales.

	• Grant of non-pensionable allowance. • Grant of privilege of private practice as a joining-in inducement, subject to certain conditions. • Grant of enhanced fringe benefits. • Grant of allowances for performing additional duties. • Grant of a Retention Allowance as a retention measure in specific sectors up to a certain period.

10.33 During consultations, Federations apprised that job security in the Public Sector is no longer a predominant factor to attract potential candidates thereto and proposals were made for the Bureau to come up with new forms of fringe benefits. Similarly, Unions representing specific grades pointed out that there is a problem of staff turnover in certain areas. Such problems have been captured in our survey on Recruitment and Retention problems in the Public Sector. The findings thereof are discussed in the ensuing paragraphs.

Survey on Recruitment and Retention Problems in the Public Sector

10.34 A Survey was carried out across the Public Sector on recruitment and retention problems being faced by organisations. In that respect, a survey questionnaire was issued in December 2024 to Heads of Ministries/ Departments, Parastatal and other Statutory Bodies, Local Authorities and the Rodrigues Regional Assembly. Data were collected for the years 2020 to 2024. A few questionnaires were also received well after the set deadline (January 2025) up to September 2025.

10.35 For this Report, the information requested in the survey questionnaire were classified separately into grades recruited from (i) outside candidates; (ii) serving officers; and (iii) both outside and serving officers.

10.36 The response rate for the Civil Service was 62.35% while 66.93% and 58.33% have been recorded for the Parastatal and other Statutory Bodies and Local Authorities respectively. On the other hand, no response was received from the Rodrigues Regional Assembly. Additionally, despite organisations were requested to submit a nil return though they were not facing any recruitment or retention issues, a few did not reply to the survey. It is, hence, assumed that these organisations are not encountering such problems.

Observations

10.37 The aim of the Survey was to identify recruitment problems in posts advertised by relevant organisations. However, almost all the respondents reported the list of all posts advertised by their respective Ministry/Department/Organisation from 2020 to 2024, irrespective of any recruitment impediment encountered. Consequently, a large amount of data had to be scrutinised to identify those where there are effective recruitment and retention problems. Moreover, a significant number of questionnaires comprised inaccurate or incomplete

information, such as void columns or erroneous figures, which consequently could not be taken on board.

10.38 Moreover, as per a few survey questionnaires, some grades were reported to be vacant for years 2020 to 2023 but no information was provided for year 2024 or details on whether the relevant grades have been filled or not. In such cases, most of these grades could not be included in our analysis.

10.39 The Survey findings have been broadly compared with those collected in the context of the last Report and we observed that several grades with high vacancy rates at that point in time have not been included in this survey. Furthermore, it has also been noted that grades which registered 100% vacancy rates may not necessarily imply recruitment and retention issues. As highlighted in previous Reports, this figure occurs mainly where the establishment size of the grade is very small. Furthermore, a perusal of the grades shortlisted indicates that mostly grades filled from outside candidates are vacant. For those grades recruited from serving officers as well as both serving and outside candidates, the extent of the recruitment problem is lesser.

10.40 Annex B to this Chapter provides further details on the Survey as well as information submitted by organisations on vacancies which have occurred thereat.

Findings

10.41 For the purpose of this survey, both entry and promotional entry grades which require professional or technical qualifications whereby a vacancy rate above 20% have been reported have been considered. The findings are tabulated as follows: -

Table I - Vacancy Rate of Grades requiring Degree/Professional/Technical Qualifications in the Civil Service

Ministry/ Department	Mode of Recruitment	Grade	Establishment Size as at December 2024	Number of Vacant Post	Vacancy Rate (%) as at December 2024
Attorney-General's Office	Outside Candidates	Regulatory Officer	1	1	100
Ministry of Financial Services and Economic Planning	Outside Candidates	Director, Financial Services	1	1	100
Ministry of Education and Human Resource	Serving Officers	Educator (Special Education Needs)	47	18	38

Ministry/ Department	Mode of Recruitment	Grade	Establishment Size as at December 2024	Number of Vacant Post	Vacancy Rate (%) as at December 2024
Government Information Service	Outside Candidates	Publicity/ Documentation Officer	3	3	100
Department of Civil Aviation	Outside Candidates	Aviation Security Officer	45	16	36
Mauritius Meteorological Services	Outside Candidates	Trainee Meteorological Telecommunications Technician (on shift)	15	15	100
Ministry of National Infrastructure	Outside Candidate	Geologist (Vacant since 2022) Post is unfunded	1	1	100
	Both Outside Candidates and Serving Officers	Coach Painter	8	2	25
Ministry of Environment, Solid Waste Management and Climate Change	Outside Candidates	Project Officer/Senior Project Officer (Department of Waste Management and Resource Recovery) *formerly Project Officer/Senior Project Officer (Solid Waste Management Division)*	10	3	30
Ministry of Land Transport	Outside Candidates	Light Rail Inspector (on roster)	2	2	100
Valuation Department	Both Outside Candidates and Serving Officers	Government Valuer	19	9	47
Ministry of Housing and Lands	Both Outside Candidates and Serving Officers	Land Surveyor *formerly Surveyor*	52	19	37
Government Printing Department	Both Outside Candidates and Serving Officers	Print Finishing/Book Binding Operator (Roster)	123	36	29

Table II – Vacancy Rate of Grades requiring Degree/Professional/Technical Qualifications in the Parastatal and other Statutory Bodies

Organisation	Mode of Recruitment	Grade	Establishment Size as at December 2024	Number of Vacant posts as at December 2024	Vacancy Rate (%) as at December 2024
Financial Reporting Council	Outside Candidates	Technical Officer	7	6	85.7
	Outside Candidates	Financial Operations Officer	1	1	100
	Outside Candidates	Management Support Officer	6	5	83.3
Human Resource Development Council	Outside Candidates	Procurement and Supply Officer/Senior Procurement and Supply Officer	1	1	100
Mauritius Institute of Health	Outside Candidates	Training Manager	5	5	100
National Transport Corporation	Outside Candidates	Chief Engineer	1	1	100
	Outside Candidates	Mechanical Engineer/Senior Mechanical Engineer	1	1	100
	Outside Candidates	Accountant/Senior Accountant	1	1	100
	Outside Candidates	Procurement and Supply Manager	1	1	100
	Outside Candidates	Administrative Manager	1	1	100
	Outside Candidates	IT Support Officer	5	5	100
Mauritius Film Development Corporation	Outside Candidates	Audiovisual Officer	1	1	100
Rajiv Gandhi Science Centre Trust Fund	Outside Candidates	Clerk/Word Processing Operator	6	6	100
	Outside Candidates	Exhibition Assistant	2	1	50
Chagossian Welfare Fund	Outside Candidates	Management Support Officer	1	1	100
Agricultural Marketing Board	Outside Candidates	Clerk/Word Processing Operator	3	3	100

Organisation	Mode of Recruitment	Grade	Establishment Size as at December 2024	Number of Vacant posts as at December 2024	Vacancy Rate (%) as at December 2024
University of Technology, Mauritius	Outside Candidates	Maintenance Officer	1	1	100
Mauritius Institute of Education	Both Outside Candidates and Serving Officers	Human Resource Management Officer	1	1	100
	Both Outside Candidates and Serving Officers	Lecturer (Economics)	2	1	50
	Both Outside Candidates and Serving Officers	Professor	3	1	33
	Both Outside Candidates and Serving Officers	Principal Financial Operations Officer	2	1	50
Central Water Authority	Outside Candidates	Assistant Procurement and Supply Officer	11	5	45.5
	Outside Candidates	Human Resource Manager	1	1	100
Mahatma Gandhi Institute	Outside Candidates	Technician Sound	1	1	100
	Outside Candidates	Technician Light	1	1	100
	Outside Candidates	Word Processing Operator (Marathi)	1	1	100
Rabindranath Tagore Institute	Outside Candidates	Administrative Officer	2	1	50
Food and Agricultural Research and Extension Institute	Outside Candidates	Internal Auditor/Senior Internal Auditor	1	1	100
University of Mauritius	Outside Candidates	Technical Assistant/Senior Technical Assistant	48	17	35.4
	Serving Officers	Lecturer (Civil Engineering)	3	2	66.6
Small Farmers Welfare Fund	Outside Candidates	Welfare Assistant	9	3	33.3
	Outside Candidates	Assistant Procurement and Supply Officer	1	1	100

Organisation	Mode of Recruitment	Grade	Establishment Size as at December 2024	Number of Vacant posts as at December 2024	Vacancy Rate (%) as at December 2024
Le Morne Heritage Trust Fund	Outside Candidates	Surveillant	4	1	25
Mauritius Society for Animal Welfare	Outside Candidates	Humane Education and Communication Officer	1	1	100
Land Drainage Authority	Outside Candidates	Deputy Director *formerly Assistant Director*	1	1	100
Open University of Mauritius	Outside Candidates	IT Manager *formerly Information Technology Manager*	1	1	100
Gambling Regulatory Authority	Both Outside Candidates and Serving Officers	ICT Technician	3	1	33.3
National Library	Both Outside Candidates and Serving Officers	Office Supervisor	1	1	100
Higher Education Commission	Both Outside Candidates and Serving Officers	Word Processing Operator	4	2	50
Mauritius Cane Industry Authority	Both Outside Candidates and Serving Officers	Internal Auditor/Senior Internal Auditor	1	1	100

Table III - Vacancy Rate of Grades requiring Degree/Professional/Technical Qualifications in Local Authorities

Local Authority	Mode of Recruitment	Grade	Establishment Size as at December 2024	Number of Vacant Post	Vacancy Rate (%) as at December 2024
District Council of Pamplemousses	Outside Candidates	Village Hall/Sub - Hall Attendant (Part-time) at D'Epinay Village Council	1	1	100
	Outside Candidates	Village Hall/Sub - Hall Attendant (Part-time) at Trou-Aux- Biches Village Council	1	1	100

Civil Service

10.42 A few grades in the Civil Service have recorded 100% vacancy rate. However, the establishment size of these grades is relatively small. The main reasons provided for the departure of officers or retention issues in the Civil Service were due to career mobility and unavailability of suitably qualified candidates. Career mobility in the Civil Service is not in itself a retention issue as generally, qualified officers aspire to positions with higher responsibilities and pay. Hence, the mobility of officers within the Civil Service is not considered as a retention issue, *per se*.

10.43 As regards the unavailability of qualified candidates, it has been observed in some cases that despite there have been a large number of applicants, there were still no eligible candidates. Additionally, in a few instances, it was noted that though vacancies had already been reported, the matter was still at the level of the PSC, whereas for some vacant grades, advertisements were not yet launched. Therefore, in these circumstances, it may be concluded that there are no recruitment or retention issues.

Parastatal and Other Statutory Bodies

10.44 In view of the number of PSBs under the purview of the Bureau, a large amount of data had to be filtered. It was observed that for some grades, recruitment exercise was still ongoing whereas in other cases, vacant positions were unfilled not due to recruitment problems but rather owing to administrative procedures.

10.45 For several Parastatal Bodies, a 100% vacancy rate was registered but mostly in grades with very few posts on establishment. Moreover, only a small number of these grades can be classified as falling in scarcity areas. Reasons for non-filling of these posts vary from non-advertisement of posts; organisations under restructuring; delay in prescription of schemes of service, among others.

Local Authorities

10.46 For the Local Authorities, the two grades shortlisted were part-time grades. The reasons for non-filling of these posts were due to unqualified candidates residing within the boundary of the District Council. This does not automatically imply a retention issue.

Rodrigues Regional Assembly

10.47 The Rodrigues Regional Assembly did not respond to the survey on Recruitment and Retention Problems. Hence, no analysis could be carried out.

Retention Policies

10.48 Retention policies arise in light of issues related to a mismatch of skills/ qualifications in the labour market. There is a tendency to record high turnover rates since employees, mostly graduates, leave jobs for one of their choice. In such cases, certain retention policies may enable an organisation to tackle such issues. In the last Report, recommendations were made with a view to compensate officers where there is need to motivate and retain them to ensure a smooth delivery of services. These provisions are still valid and we are recommending accordingly.

Recommendation 7

10.49 We recommend that:

(i) Ministries/Departments/Organisations facing prolonged difficulties in certain grades to recruit and retain officers, should again, after this review exercise, re-advertise vacancies in the scarce grades on the basis of the new remuneration package highlighting all the attached fringe benefits;

(ii) the notification of vacancies for the scarce grades should be redrafted to include and emphasise all the attached fringe benefits such as travelling and car benefits, passage benefit, allowances, among others;

(iii) Ministries/Departments/Organisations should ensure that an exit interview is effectively carried out for people, in scarce grades, leaving their organisation before their normal retirement age and thereafter submit all information on same to MPSAR which will be the custodian of these data;

(iv) the MPSAR should continue to approve allowances or higher than initial entry points or adjustments in salary not exceeding the top salary of the grade (that is, paying for the qualification of the post holder rather than the salary of the post) subject to the concurrence of the High Powered Committee; and

(v) Ministries/Departments/Organisations should choose the best course of action from the categories of measures mentioned above and the options spelt out in the Chapter "Employment on Contract and Alternative Modes of Employment" of this Volume and submit their proposed course of action to the MPSAR for approval.

10.50 We also recommend that incumbents in grades, which have registered a vacancy rate of 75% and above after facing two unsuccessful recruitment exercises over three consecutive years, should be paid a monthly retention premium equivalent to three increments for performing relevant duties, coping with the workload and thereby ensuring service delivery. However, once all vacancies are filled as per the establishment size, the payment of the retention premium should lapse.

Scarcity Areas

Recommendation 8

10.51 We recommend that in areas of scarcity, where few officers have to share additional workload and responsibilities within a tight time frame due to an acute shortage of staff, they should be paid an *adhoc* allowance equivalent to two increments at the point reached in their salary scale or to be read from the Master Salary Scale, as appropriate, for a defined period of time not exceeding six months.

ANNEX A

FRAMEWORK AS GUIDELINES FOR DETERMINING PROMOTION PROCEDURES

(i) For grades at lower levels, where physical and technical skills can be developed through long practice and for grades with duties of same nature requiring mainly increased experience for the performance of the job, promotion could be made in the normal course on the recommendation of the Supervising Officer;

(ii) For middle level jobs, where some decision-making ability, leadership qualities and skills on the job are required, seniority alone should not be depended upon but that, along with seniority, merit must be given due weight and attention;

(iii) For jobs at higher level, such as first or second in command, appointment should be made by selection from suitable and qualified candidates at the appropriate levels from the same Cadre or from another Cadre that has branched out from the main cadre;

(iv) The selection exercise, both for middle and higher levels, should not necessarily be a competitive examination but could consist of an assessment of training received and experience; length of service; an oral examination; a performance test; a factor based on recorded service ratings; a factor based on formal in-service training courses successfully completed; a written objective test; or any combination thereof;

(v) Where a selection exercise has been made for one of the levels of a Cadre, appointment to the next grade could be made on the basis of recommendation of the Supervising Officer, that is, in a Cadre of four levels or more, selection could be made for the first and third levels or for the second and fourth levels, for example, if an Assistant has been chosen through selection, the Deputy could be appointed on the basis of seniority and merit. This should not preclude selection at two successive levels where the need is felt;

(vi) Where the duties to be performed at the next higher level are of a different nature requiring additional competencies (for example, managerial or leadership skills) or additional qualifications, the Supervising Officer may resort to selection to fill the vacancies at successive levels irrespective of whether the previous level was filled by promotion or selection; and

(vii) Where the duties performed at the next higher level require additional ability and competencies and such ability and competencies are not sufficiently available in the cadre or the service, the Supervising Officer may proceed to amend the scheme of service to enable recruitment/selection also from outside the cadre or the service.

ANNEX B

RESULTS OF SURVEY ON RECRUITMENT AND RETENTION PROBLEMS IN THE PUBLIC SECTOR - CIVIL SERVICE

SN	Ministry/Department	Grade and Establishment Size	Results' Details	Remarks
1	Attorney-General's Office	Regulatory Officer Size: 1	Vacancy rate: 100% No qualified candidates.	The post was advertised only once.
2	Ministry of Financial Services and Economic Planning	Director, Financial Services Size: 1	Vacancy rate: 100% No qualified candidate has applied for the post as per advertisement.	The post was advertised only once.
3	Ministry of Education and Human Resource	Educator (Special Education Needs) Size: 47	Vacancy rate: 38% Post was not yet advertised as at December 2024.	The post was advertised in 2021 and 2023.
4	Government Information Service	Publicity/Documentation Officer Size: 3	Vacancy rate: 100% In 2024, PSC informed that no qualified candidates have applied for the post.	The post was advertised in 2023 and 2024.
5	Department of Civil Aviation	Aviation Security Officer Size: 45	Vacancy rate: 36% Out of 16 vacancies, only 3 were funded as at December 2024. Vacancies remained unfilled as at December 2024.	
6	Mauritius Meteorological Services	Trainee Meteorological Telecommunications Technician (on shift) Size: 15	Vacancy rate: 100% Vacancies were yet to be filled as at December 2024.	The post was advertised in 2022 and the reason of departure was career mobility.
7	Ministry of National Infrastructure	Geologist Size: 1	Vacancy rate: 100% No qualified Mauritian candidates.	The post was advertised in 2019 and 2022.
		Coach Painter Size: 8	Vacancy rate: 25% The post of Coach Painter is filled by selection from serving	

SN	Ministry/Department	Grade and Establishment Size	Results' Details	Remarks
			employees on the Permanent and Pensionable Establishment and registered qualified unemployed persons. Out of 6 vacancies in year 2024, 2 could not be filled due to lack of qualified candidates.	
8	Ministry of Environment, Solid Waste Management and Climate Change	Project Officer/Senior Project Officer (Department of Waste Management and Resource Recovery) *formerly Project Officer/Senior Project Officer (Solid Waste Management Division)* Size: 10	Vacancy rate: 30% Vacancies reported to PSC.	Recruitment process has started.
9	Ministry of Land Transport	Light Rail Inspector (Roster) Size: 2	Vacancy rate: 100% Post could not be filled due to lack of qualified candidates.	
10	Valuation Department	Government Valuer Size: 19	Vacancy rate: 47% PSC informed that no qualified candidates have applied for the post.	
11	Ministry of Housing and Lands	Land Surveyor *formerly Surveyor* Size: 52	Vacancy rate: 37% PSC informed that no qualified candidates have applied for the post.	The post was advertised in 2021,2023 and 2024.
12	Government Printing Department	Print Finishing/Book Binding Operator (Roster) Size: 123	Vacancy rate: 29% The PSC has requested to consider amending the Scheme of Service for the post to include qualifications being offered by the MITD/MES, so as to attract eligible candidates.	

RESULTS OF SURVEY ON RECRUITMENT AND RETENTION PROBLEMS IN THE PUBLIC SECTOR - PARASTATAL AND OTHER STATUTORY BODIES

SN	Organisation	Grade and Establishment Size	Results' Details
1	Financial Reporting Council	Technical Officer Size: 7	Vacancy rate: 85.7% Exercise was still underway as at December 2024.
		Financial Operations Officer Size: 1	Vacancy rate: 100% Exercise was still underway as at December 2024.
		Management Support Officer Size: 6	Vacancy rate: 83.3% Exercise was still underway as at December 2024. The post was advertised in 2020 and 4 were recruited but 3 left for career mobility.
2	Human Resource Development Council	Procurement and Supply Officer/ Senior Procurement and Supply Officer Size: 1	Vacancy rate: 100% Post is vacant since year 2023. Shortlisted candidates did not possess the required job knowledge and experience in e-procurement. Proposal to offer a negotiable salary for the post to attract candidates.
3	Mauritius Institute of Health	Training Manager Size: 5	Vacancy rate: 100% Exercise was still underway as at December 2024.
4	National Transport Corporation	Chief Engineer Size: 1	Vacancy rate: 100% No qualified candidate has applied for the post.
		Mechanical Engineer/Senior Mechanical Engineer Size: 1	Vacancy rate: 100% No qualified candidate has applied for the post.
		Accountant/Senior Accountant Size: 1	Vacancy rate: 100% Previous recruitment exercise was cancelled and post to be re-advertised following Board decision.
		Procurement and Supply Manager Size: 1	Vacancy rate: 100% Candidate did not attend interview.
		Administrative Manager Size: 1	Vacancy rate: 100% Previous recruitment exercise was cancelled and post to be re-advertised following recent Board decision.
		IT Support Officer Size: 5	Vacancy rate: 100% Previous recruitment exercise was cancelled and post to be re-advertised following Board decision.
5	Mauritius Film Development Corporation	Audiovisual Officer Size:1	Vacancy rate: 100% No qualified candidate has applied for the post.

SN	Organisation	Grade and Establishment Size	Results' Details
6	Rajiv Gandhi Science Centre Trust Fund	Clerk/Word Processing Operator Size:6	Vacancy rate: 100% No qualified candidate has applied for the post as per scheme of service.
		Exhibition Assistant Size: 2	Vacancy rate: 50% No qualified candidate has applied for the post as per scheme of service.
7	Chagossian Welfare Fund	Management Support Officer Size:1	Vacancy rate: 100% Post was advertised in August 2024. Interview scheduled in January 2025.
8	Agricultural Marketing Board	Clerk/Word Processing Operator Size: 3	Vacancy rate: 100% Only 2 candidates were shortlisted out of 193 applications. The Certificate in keyboarding/ typewriting caused a major restriction to get qualified candidates. No offer has been made to selected candidates as at December 2024.
9	University of Technology, Mauritius	Maintenance Officer Size:1	Vacancy rate: 100% No qualified candidate had applied for the post.
10	Mauritius Institute of Education	Human Resource Management Officer Size:1	Vacancy rate: 100% There were no suitable candidates for the post.
		Lecturer (Economics) Size: 2	Vacancy rate: 50% The selected candidate declined the offer.
		Professor Size: 3	Vacancy rate: 33% Out of 4 applications received, only 1 candidate was found suitable.
		Principal Financial Operations Officer Size: 2	Vacancy rate: 50% Out of 2 applications received, only 1 candidate was found suitable.
11	Central Water Authority	Assistant Procurement and Supply Officer Size:11	Vacancy rate: 45.5% Out of 8 vacancies which occurred, 3 candidates accepted the post. Selected candidates from waiting list declined offer of appointment.
		Human Resource Manager Size: 1	Vacancy rate: 100% Following screening exercise, none of the candidates were found to be qualified.
12	Mahatma Gandhi Institute	Technical Sound Size:1	Vacancy rate: 100% Vacancy was yet to be filled as at December 2024 as there were no qualified candidates.
		Technician Light Size:1	Vacancy rate: 100%

SN	Organisation	Grade and Establishment Size	Results' Details
			Vacancy was yet to be filled as at December 2024 as there were no qualified candidates.
		Word Processing Operator (Marathi) Size:1	Vacancy rate: 100% Vacancy was yet to be filled as at December 2024 as there were no qualified candidates.
13	Rabindranath Tagore Institute	Administrative Officer Size:2	Vacancy rate: 50% Incumbent left the grade within a period of one year after joining to pursue better opportunities in the Public Sector.
14	Food and Agricultural Research and Extension Institute	Internal Auditor/Senior Internal Auditor Size:1	Vacancy rate: 100% External candidates do not show interest to apply.
15	University of Mauritius	Technical Assistant/Senior Technical Assistant Size:48	Vacancy rate: 35.4% Only 6 positions have been filled out of 23 vacancies in the grade due to lack of qualified candidates.
		Lecturer (Civil Engineering) Size:3	Vacancy rate: 66.6% Vacancy was yet to be filled as at December 2024.
16	Small Farmers Welfare Fund	Welfare Assistant Size:9	Vacancy rate: 33.3% Vacancies could not be filled due to lack of qualified candidates who did not possess a valid motorcycle driving licence.
		Assistant Procurement and Supply Officer Size:1	Vacancy rate: 100% Candidates lacked four years' experience in procurement and supply duties in public sector or parastatal bodies.
17	Le Morne Heritage Trust Fund	Surveillant Size:4	Vacancy rate: 25% Out of four vacancies filled, 1 incumbent left the grade within a period of one year after joining for better remuneration package.
18	Land Drainage Authority	Deputy Director *formerly Assistant Director* Size:1	Vacancy rate: 100% Qualified candidate declined the offer.
19	Open University of Mauritius	IT Manager *formerly Information Technology Manager* Size:1	Vacancy rate: 100% The only qualified candidate declined the offer.
20	Gambling Regulatory Authority	ICT Technician Size: 3	Vacancy rate: 33.3% Vacancy was not yet filled as at December 2024.
21	National Library	Office Supervisor Size:1	Vacancy rate: 100% No qualified candidates.

SN	Organisation	Grade and Establishment Size	Results' Details
22	Higher Education Commission	Word Processing Operator Size: 4	Vacancy rate: 50% Only 1 incumbent has been recruited.
23	Mauritius Cane Industry Authority	Internal Auditor/Senior Internal Auditor Size:1	Vacancy rate: 100% Only one candidate was selected for interview and was not found fit for the post. The MCIA Board decided that an Internal Control Officer of the MCIA be assigned the duties of Internal Auditor/Senior Internal Auditor and her performance be assessed when the post is advertised.

RESULTS OF SURVEY ON RECRUITMENT AND RETENTION PROBLEMS IN THE PUBLIC SECTOR - LOCAL AUTHORITIES

SN	Local Authority	Grade and Establishment Size	Results' Details
1	District Council of Pamplemousses	Village Hall/Sub-Hall Attendant (Part time) at D'Epinay Village Council Size: 1	Vacancy Rate: 100% Incumbent appointed to another grade.
		Village Hall/Sub-Hall Attendant (Part time) at Trou- Aux- Biches Village Council Size: 1	Vacancy Rate: 100% No candidate has been found eligible for the post.



11. EMPLOYMENT ON CONTRACT AND ALTERNATIVE MODES OF EMPLOYMENT

11.1 Employment on Permanent and Pensionable Establishment (PPE) is the most prevalent mode of employment in the Public Sector. However, there are other employment practices that Management has recourse to in certain cases/situations, the most common being on a contractual basis. This type of employment is normally adopted: in areas where there is a shortage of personnel with expertise in specific fields or in highly skilled/specialised/sensitive positions; to carry time-bound projects to fulfil mandatory service conditions as determined by Government from time to time; where the services of a large number of people are required for a specific period to perform tasks of a routine nature, normally of a low level; and to attend to advisory duties for any office of a temporary nature.

11.2 Contractual employment in the Public Service is in principle applicable to the following categories of officers based on their specific/individual attributes:

(i) Special Advisers who are normally recruited for their eminence, talent, skills, wisdom and expertise. Under this category, suitable persons mostly from outside the service are recruited on negotiated terms and conditions;

(ii) Advisers/Senior Advisers who are appointed to provide technical assistance to a Minister in a specific field/area and carry out such duties to enable Government to attain its objectives;

(iii) Officers appointed in posts established under the Constitution or any local enactment and which are governed by the provisions of the relevant legislation(s);

(iv) Officers employed in scarcity areas against established posts to perform mostly non-advisory duties; and

(v) Retired Government Officers whose skills, expertise and knowledge acquired during their service are found to be still useful.

11.3 The appointment of advisers in general is made under section 89(3)(h) of the Constitution with the approval of the Prime Minister, whereas that for officers on contract is carried out in accordance with the provisions of the relevant legislations. As regards those recruited in scarcity areas against established posts, their appointment befalls the appropriate Service Commission while for former Public Officers, it is made either as per section 89(3)(h) or through the appropriate Service Commission.

11.4 The prevailing guidelines with respect to the terms and conditions of officers employed on contract are outlined below:

(i) appointment of Advisers on contract, under section 89(3)(h) of the Constitution is made with the approval of the Prime Minister. Recommendations made to the latter by Heads of Ministries/Departments are channelled through the Secretary to Cabinet and Head of the Civil Service;

(ii) the salary and contractual terms/conditions of service of Advisers/Officers on contract are in principle determined by the Bureau and the Ministry of Public Service and Administrative Reforms (MPSAR) respectively, prior to their employment or renewal of their contract;

(iii) the salary of officers appointed on contract against established posts is normally that attached to the established post or a salary point within the salary scale attached to the established post, taking into consideration, among others, the appointee's qualification and experience as well as the salary drawn by officers serving in a substantive capacity in the grade;

(iv) the salary of other Advisers on contract is determined on the latter's qualifications and experience as well as on the basis of pay of existing positions with comparable levels of responsibilities in the Public Service. Other relevant considerations include whether employment is in a scarcity area and the market value of the desired competency;

(v) the Conditions of Service, save for leave and travelling and car benefits are, in principle, and wherever applicable, in line with what obtain in the Civil Service;

(vi) whenever an offer of employment on contractual basis is made, the terms and conditions should be clearly spelt out so that the officer to be employed on contract is apprised of all his/her benefits beforehand; and

(vii) as regards leave entitlement:

(a) Advisers/Officers employed on contract are not entitled to any annual or sick leave during the first year of contract, except for retired public officers who have been re-employed on contract; those serving against established posts; and officers who held responsible positions prior to accepting the offer of the contractual employment and were entitled to annual or sick leave in their previous employment in the Government;

(b) an Adviser/Officer employed on contract for a period of one year or more, is entitled to 21 working days annual leave and sick leave respectively, for each year of contract;

(c) an Adviser/Officer, whose contract of one-year duration or more, is extended for a further period of less than one year, is entitled to leave on a *pro-rata* basis;

(d) the 21 working days' Annual Leave may be taken either at a stretch or on-and-off to cater for brief absences;

(e) at the end of each 12-month service for a contract of more than one-year duration, unutilised annual leave may either be cashed or accumulated. However, for contracts of one-year duration which are renewed annually, untaken annual leave is cashed at the end of each contract; and

(f) any unutilised sick leave in a particular year lapses.

Recommendation 1

11.5 We recommend that the above-mentioned guidelines as well as provisions governing leave entitlement, should continue to prevail.

Passage Benefit

11.6 Additionally, Advisers/Officers on contract are also eligible for Passage Benefit, as from the sixth year of contractual employment and provided they draw a monthly salary of not less than Rs 27400. We are maintaining this provision, while revising the salary point.

Recommendation 2

11.7 We recommend that employees on contract drawing a monthly salary of less than Rs 37290 should be eligible for passage benefit as from the sixth year of contractual employment, provided their contract is renewed annually and that the interval between one contract and the next does not exceed 28 days.

11.8 Advisers/Officers on contract do not earn Passage Benefit during the 21 days of Annual Leave, whether taken or cashed.

End of Contract Gratuity

11.9 Advisers/Officers on contract are also eligible for an end-of-contract gratuity as provided in the paragraphs below.

Recommendation 3

11.10 We recommend that an Adviser/Officer employed on contract should be eligible for an end-of-contract gratuity in lieu of pension payable, at the rate of two months' salary on completion of 12 months' satisfactory service, provided the contract is of a duration of at least 12 months.

11.11 We further recommend that for contracts of a duration of less than one year, excluding those awarded on an assignment basis, which are either extended or renewed, the end-of-contract gratuity is payable on completion of 12 months' satisfactory service, provided the interval between one contract and the next does not exceed 28 days and the monthly remuneration package of the contract officer does not include the end-of-contract gratuity.

Benefits in Case of Demise

11.12 Following requests for clarification from Ministries/Departments regarding the correct implementation of certain provisions, including benefits accrued in case of sudden death of an Adviser/Officer on contract, we are making an appropriate recommendation to address same.

Recommendation 4

11.13 We recommend that in case of demise of an Adviser/Officer employed on contract, the heirs of the latter should be paid the following benefits, provided that the Adviser/Officer was eligible for same:

(a) full salary for the month in which the Adviser/Officer on contract has passed away;

(b) Annual Leave on *pro-rata* basis;

(c) Gratuity on a *pro-rata* basis;

(d) End-of-Year Bonus on a *pro-rata* basis; and

(e) outstanding accumulated Passage Benefit.

Travelling and Car Benefits

Recommendation 5

11.14 We recommend that the travelling and car benefits accruing to Advisers/Officers on contract employment should be in line with what is recommended for their corresponding level under the Chapter on Travelling and Car Benefits of this Volume.

Passages to Expatriates employed on Contract

Recommendation 6

11.15 We recommend that expatriates who do not have permanent residence in Mauritius, when employed on contract, be entitled to:

(a) economy class air passages from the country of permanent residence to Mauritius and back upon expiry of their contract for self, spouse and up to three dependent children below the age of 21, subject to the following:

(i) if the contract is of one-year duration and is subsequently renewed, passages should be granted after two years; and

(ii) for subsequent renewal of their contract, passages should be granted every two years, unless the contract is extended for a final period of less than two years.

(b) an allowance to cover the cost of any excess luggage up to a maximum of 25 kg of by air, provided it does not exceed the amount that would have been payable had a maximum of four tons (4.5 cubic metres) of baggage been transported by sea, on appointment to Mauritius and on expiry of final contract; and

(c) a transfer grant equivalent to 5% of his annual salary on expiry of his final contract, to cover incidental charges.

Adjustment of Salaries of Advisers/Officers on Contract

11.16 Following a general review exercise and upon request from the MPSAR, the salaries of Advisers/Officers employed on contract are normally revised by the Bureau. We hold that this practice should continue.

Recommendation 7

11.17 We recommend that following the publication of this Report, salaries of Advisers/Officers employed on contract under the salary framework of the PRB, should be submitted to the Bureau for adjustment purposes, through the MPSAR.

Salary Determination

11.18 The salary payable to Advisers/Officers on contract are determined, among others, after taking into consideration the officers' qualification(s) held and experience reckoned in the relevant field; their expected contribution in the performance of their duties; and fairness in relation to holders of substantive post/officers employed on contract in the organisation performing at more or less similar level.

11.19 An updated indicative salary framework for contract officers was developed to enable Ministries/ Departments/Organisations to have a broad idea of the salary level that is normally granted to different categories of Advisers/Officers on contract, based on their intended responsibilities, qualification and experience. Same is provided at **Annex to this Chapter**.

11.20 Given that the salary granted to an Adviser/Officer on contract is based on the latter's profile, it is normal and not anomalous for two Advisers in the same field to draw different salaries. **As regards the usage of the title of Senior Adviser, organisations should ensure that it is attuned with incumbents' professional background and experience in the relevant fields as well as**

the level of duties and responsibilities entrusted to them. Moreover, any request of retitling from Adviser to Senior Adviser should be supported by strong functional justifications.

11.21 Additionally, to attract and retain highly specialised and experienced individuals from outside the service with high professional skills e.g domain experts in technical and scientific fields, to serve as Adviser and/or Senior Adviser or on a contractual basis, we consider that there is a case for a supplemental pay depending on the particular expertise of the employee. **To this end, the Ministry concerned should through the MPSAR, seek the approval of the High Powered Committee for the payment of an appropriate *adhoc* allowance up to a maximum of 30% of the basic salary in addition to the recommended salary for such positions. This provision would, however, not apply to Advisers/Senior Advisers who are already being paid an extra duty allowance in addition to their monthly salary.**

Alternative Modes of Employment

11.22 The Bureau has, in its previous Reports, provided for alternative modes of employment to enable Ministries/Departments to address problems relating to shortage of experts or skilled personnel in certain specific areas; cope with workload fluctuations; tap the services of high calibre people who cannot or do not want to make a career in the Public Service and also embrace a pattern of employment that is more suitable on the basis of their organisational requirements.

11.23 The alternative modes of employment, which have been extensively elaborated in our previous Reports, are namely **Fixed-Term Appointments** for a specified period of time and a specific task or project either on a full-time or part-time basis; **Casual Appointments,** for meeting temporary and short-term needs for up to a maximum period of 12 months; **Recurring Temporary Appointments** whereby staff are contracted to work for short periods each year with a pre-agreed date of employment for each year and the number of years concerned as per the offer and as set out in the letter of appointment; **Employing People to Work at Short Notice** allowing Managers to employ people to work at short notice, usually for short periods at a time to cover, *inter alia*, unforeseen or temporary shortages of permanent staff; **Standby Appointments,** that is, people are contracted to make themselves available for work for short period each year and to accept work whenever they are called upon, subject to an agreed period of notice; **Part-Time Employment** for those working less than the standard hours**; and Specified Period (Term) Employment whereby Term appointments** are made for a specific period of time to deal with such things as specific projects, workload fluctuations and programmes which have sunset funding. These are also used to deal with organisational change or downsizing.

11.24 The above-mentioned patterns of employment are considered valid and appropriate when resorting to contract employment in the Public Sector to cater for manpower shortages in different circumstances. Hence the Bureau is providing for their continued applicability.

Recommendation 8

11.25 We recommend that Responsible Officers of Ministries/Departments may:

(i) with the approval of the relevant Service Commission, recruitment on the basis of the different modes of employment mentioned at paragraph 11.23 above, to deal with such situations as appropriate in order to cope with the problem of scarcity, recruitment and retention and fluctuations in workload; and

(ii) resort to appointments through the engagement of consultants to provide consultancy services or the enlistment of the required human resources to perform specific assignments in conformity with the provisions of the Public Procurement Act.

Exit Interview

Recommendation 9

11.26 We recommend that exit interviews should be carried out for Advisers/Officers employed on contract in scarcity areas, before the end of their contract.

ANNEX

Indicative Framework for Salary of Advisers/Contract Officers			
Category of Adviser	**Profile of Candidate**	**Broad Duties/ Responsibilities**	**Salary Level**
Category I Senior Advisers	Degree and/or Master's Degree/Professional qualification with wide experience in relevant field and deep knowledge of the job and related areas.	Mostly involved in developing, implementing and evaluating Government strategies, policies and programmes	Senior Professional and above
Category II Advisers including Registered Professionals	Diploma and above	Providing technical assistance to enable the Ministry/ Department in achieving its strategic objectives.	Normally based on grades in the Civil Service with comparable qualifications and level of duties and responsibilities (Technical and above).
Category III Officers employed against established posts and Officers employed in scarcity areas	Depending on the scheme of service of the established grade.	Non-advisory duties - performing the duties of the established position.	Salary of the established position based on experience reckoned. For scarcity fields, to be determined by the Bureau on a case-to-case basis.
Category IV Advisers in Public Relations	At least School Certificate or previous related experience/ demonstrated ability to perform the job.	Public Relations duties	Based on qualification and experience possessed by incumbent (normally in two categories).
Category V Retired Public Officers employed on contract		To perform duties of advisory nature	To be determined by the Bureau on a case-to-case basis



12. PART-TIME EMPLOYMENT

12.1 The concept of part-time employment in the Public Sector was introduced in the 2008 PRB Report with the objective of allowing certain categories of public officers to opt for part-time work for the rest of their career, thus, offering them the opportunity for a better balance between working life and family responsibilities, training, leisure or civic activities. Given the importance of this mode of employment, the Bureau has been maintaining the provisions in respect thereof in its previous Reports. However, as at date, there is no evidence on record to show high prevalence of part-time working, save for a few grades in the Local Authorities and some Parastatal Bodies.

12.2 So far, the advice of the Bureau has not been sought regarding public officers who have opted for part-time employment for the rest of their career. Nevertheless, a few odd cases have been reported where some organisations have appointed officers on full-time basis despite the grades being classified as part-time. This change in employment status when done casually has even led to industrial disputes. It is, therefore, inappropriate to resort to such practice. **We hold that organisations should re-assess the need for having grades on a part-time basis based on their operational requirements. Should it be considered suitable to have full-timers instead of part-timers, the necessary procedure should be followed to have the grades established.**

12.3 Enlistment for part-time working should, in principle, be limited to entry grades, including entry levels in professional cadres only **and under no circumstances in promotional ones.** It is also applicable where recruits do not have to undergo formal theoretical and practical on-the-job training but only a short induction course to be able to perform the duties of the grade.

12.4 Although a low prevalence of part-time working in the Public Sector has been observed, we still hold that this mode of employment should continue in view of its adaptability for certain work situations.

Recommendation 1

12.5 We recommend that:

- **Heads of Ministries/Departments and Chief Executives of Parastatal Bodies and Local Authorities should be allowed to enlist the services of part-time employees. The recruitment of such employees should, however, be made according to the existing procedures as for full-time employees;**

- **all new grades identified that could be filled by part-time employees should be submitted to the MPSAR, which would examine each case on its own merits prior to submission to the High Powered Committee for approval;**

- **subject to exigencies of service, public officers aged 55 years or more holding substantive appointment should be allowed to opt for part-time work for the rest of their career. This provision should not apply to officers at the level of Deputy Permanent Secretary and officers in scarcity areas;**

- **the pay for part-time workers should, in principle, continue to be on a *pro-rata* basis, that is, a proportion of the full-time rate of pay appropriate to the net number of hours worked. As regards serving officers opting for part-time working, the pay should be the salary point drawn, on a *pro-rata* basis, at the time of exercising the option and the officer should be allowed to continue to be eligible to earn the annual increment;**

- **once the *modus-operandi* of part-time working in respect of any grade has been determined by any public sector organisation, the advice of the Pay Research Bureau should, invariably be sought through the MPSAR, for pay determination; and**

- **for pension purposes, any period of part-time working for officers holding substantive appointment should be reckoned as pensionable service but on a *pro-rata* basis.**

Conditions of Service

12.6 The Conditions of Service of part-time employees should, in principle, be in line with those recommended in the relevant sections of this Volume.



13. RETIREMENT AND RETIREMENT BENEFITS FOR THE PUBLIC SECTOR

13.1 Pension is a major source of income that employees receive on retirement. Since it is a regular retirement arrangement, retirees are able to secure their post-retirement life.

13.2 Following Pension Reforms in the 2008 PRB Report, the compulsory retirement age was extended to 65 years and a contributory Defined Benefit (DB) Pension Scheme was put in place. However, in 2013 a single Defined Contribution Pension Scheme was introduced for new entrants joining as from 01 January 2013.

13.3 For this review exercise, representations from different Federations mainly pertained to: increasing the 2% one-off payment; waiving the provision of reducing the annual rate of pension payable by 2.5% a year; and extending the retirement on ground of marriage to male officers/widows/widowers.

13.4 As regards proposals from the Ministry of Public Service and Administrative Reforms (MPSAR), these concerned the inclusion of 'certain clauses for specific cases of early retirement; waiving of provisions relating to continuation of service beyond compulsory retirement age; removal of recommendations with respect to mobility of manpower and overmanning; and extension of retirement on marriage ground to male officers/widows/widowers, among others.

13.5 After holding consultative meetings to examine and discuss the proposals of all stakeholders, appropriate provisions have been made under this Chapter.

Contribution

13.6 The current provision under the Defined Benefit Pension Scheme as recommended in the 2008 PRB Report, requires that:

(i) all employees should contribute at the rate of 6% of their pensionable emoluments rounded to the nearest rupee; and

(ii) trainees, students, cadets or apprentices recruited under traineeship, studentship, cadetship or apprenticeship scheme contribute at the rate of 3% of their emoluments rounded to the nearest rupee.

Recommendation 1

13.7 We recommend that the above provisions regarding contribution be maintained.

13.8 While determining the salaries recommended for the different grades, we have taken into account the employee pension contributions, the taxable elements thereon, as well as all the other changes in pension provision.

Refund of Contribution

13.9 A public sector employee who leaves the service or otherwise, ceases to be in the Public Sector and no portable benefit is transferable as well as no pension, gratuity or other allowance is payable to him in respect of his past service in the Public Sector, is presently refunded 100% of his contribution together with compound interest at the rate of 4% per annum, provided that he has effectively contributed to the modified Defined Benefits Pension Scheme for a year or more. **The foregoing provision should continue to prevail.**

Retirement Age

13.10 The various provisions in relation to retirement age for different categories of public officers as hereunder are still valid and are maintained.

Recommendation 2

13.11 We recommend that:

(i) the normal retirement age of a public officer holding a pensionable office is 65 years. However, officers have the right to retire at the age of 60. Officers may as well retire at the age of 55 and in the case of overmanning retire on reaching 45 years, subject to the approval of the relevant Service Commissions;

(ii) an officer who opts to work beyond the age of 60 may be required by Management to undergo a yearly medical examination to certify his fitness for remaining in continued employment where physical fitness is an essential requirement for the performance of his duties;

(iii) a member of the Disciplined Forces or an officer of the Correctional Youth Centre or the Rehabilitation Youth Centre, who on attaining the age of 60, opts to work beyond that age, is required to undergo a yearly medical examination to certify his fitness for continued employment;

(iv) the normal retirement age for Judges is 67 years;

(v) a public officer may retire on medical ground (irrespective of length of service or age) or may be made to retire compulsorily in the interest of the Public Service, or on abolition of office, or for the purpose of facilitating improvement in an organisation. Whenever an officer retires on these grounds prior to the age of 60, approval of the appropriate Service Commissions should be sought;

(vi) a female officer reckoning five years' pensionable service may retire on ground of marriage, irrespective of age, subject to the approval of relevant Service Commissions; and

(vii) a member of the Disciplined Forces or an officer of the Correctional Youth Centre or the Rehabilitation Youth Centre may retire, subject to the approval of the appropriate Service Commissions on proportionate pension after 25 (for officers appointed before 01 July 2008) or 28¾ years' pensionable service, as appropriate irrespective of age.

Accrual Rate and Qualifying Period for officers appointed on or after 01 July 2008

13.12 The existing provisions for accrual rate as well as qualifying period for officers appointed on or after 01 July 2008 are as follows:

(i) the amount of pension is computed at the rate of 1/690th of pensionable emoluments on retirement for every month of pensionable service, subject to a maximum of 460/690th;

(ii) the normal qualifying period to benefit from full pension for public officers other than those at paragraphs (iii) and (iv) below holding pensionable office is 38⅓ years (460 months) of pensionable service;

(iii) members of the Disciplined Forces or officers of the Correctional Youth Centre or the Rehabilitation Youth Centre, after completing 28¾ years of pensionable service, are granted an enhanced pension at the rate of 1/414th of pensionable emoluments for each additional month of service, which enables them to qualify for full pension after 34½ years of pensionable service;

(iv) members of the Medical and Dental professions are entitled to pension at the rate of 1/621st of pensionable emoluments thus qualifying them for full pension after 34½ years of pensionable service;

(v) members of the Judiciary (Chief Justice, Senior Puisne Judge and Puisne Judge) qualify for pension at the rate of 1/460th of their pensionable emoluments, subject to a maximum of 460/460th; and

(vi) a female officer, reckoning not less than five years' pensionable service, retiring on grounds of marriage qualifies for a gratuity of an amount equivalent to 18% of the last monthly salary times number of months of pensionable service, subject to a maximum of one year's pensionable emoluments.

Recommendation 3

13.13 We recommend that the above provisions regarding accrual rate and qualifying period for officers appointed on or after 01 July 2008 should continue to apply.

Pension on Early Retirement for Entrants after 30 June 2008

13.14 In the context of this Report, both Federations and the MPSAR made representations to waive the provision of reducing the annual rate of pension payable, which is 12/690th of the salary received in the last full year of employment by 2.5% a year for those entrants who joined the service after 30 June 2008 and are going on early retirement (after age 55 and before age 65).

13.15 After examining the request and following consultation with the Ministry of Finance, we consider that the employees concerned may be granted an unreduced pension benefit subject to certain conditions.

Recommendation 4

13.16 We recommend that:

(i) the pension reduction should not apply to an officer who is within five years of his compulsory retirement age; and

(ii) necessary amendment should be brought to the Pensions Act to give effect to the above recommendation.

Accrual Rate for Officers in post as at 30 June 2008

13.17 For public officers in post as at 30 June 2008, their retirement benefits are computed on the basis of the provision in force prior to the coming into effect of the modified Defined Benefit Pension Scheme.

Recommendation 5

13.18 We recommend that the retirement benefits of public officers in post as at 30 June 2008 should continue to be computed on the basis of the provision in force prior to 01 July 2008.

Discounted Salaries for Officers not opting for Pension Reforms

13.19 The salaries recommended for officers, who did not opt for the Pension Reforms on 01 July 2008 but instead opted for the pension arrangements in force prior to the coming into effect of the 2008 PRB Report, are implemented at a discounted rate and these officers are eligible for 92% of the salary recommended. This practice is being retained.

Recommendation 6

13.20 We recommend that the salary of officers who did not opt for Pension Reforms on 01 July 2008, should be discounted at the rate of 92% of the recommended salary.

Special Provisions

13.21 Special provisions in respect of officers appointed/promoted to a higher office but retire when still being in temporary capacity or those assigned duties of a higher post but reach compulsory retirement age were revisited in the 2021 PRB Report.

13.22 For this Report, no implementation issues have been reported on these provisions. We are, therefore, maintaining them.

Recommendation 7

13.23 We recommend that:

(i) the retiring benefits of an officer holding a substantive post and appointed or promoted, to a higher office in a temporary capacity and who retires on attaining compulsory retirement age or attains compulsory retirement age while opting to cash his accumulated Vacation Leave in full, should be computed on the basis of the annual pensionable emoluments attached to the higher office, provided the higher office does not require an additional qualification for appointment thereto in a substantive capacity;

(ii) an officer who is assigned the duties of a higher post and who attains compulsory retirement age as well as an officer who attains compulsory retirement age while opting to cash his accumulated Vacation Leave in full, qualifies for pension benefits on the basis of the emoluments attached to the higher office, and his retiring benefits should be computed on the basis of the annual emoluments attached to the higher office, subject to relevant conditions at paragraphs 13.29, 13.30 and 13.31; and

(iii) on cashing of the accumulated Vacation Leave, the officer concerned should retire on the date he would have normally proceeded on pre-retirement leave and subject to any other conditions in the relevant recommendations being satisfied.

13.24 We also recommend that public officers in post as at 30 June 2008 should be granted hypothetically one additional increment for the purpose of determining the pensionable emoluments for pension purposes, provided that the officers:

(a) draw salary in a scale the maximum of which is not more than Rs 57400;

(b) have attained the compulsory retirement age or attained compulsory retirement age while opting to cash his accumulated Vacation Leave in full;

(c) reckon at least 33⅓ years of pensionable service;

(d) have contributed to the Pension Scheme for a continuous period of at least 12 months after eligibility for full pension; and

(e) have drawn the top salary of the recommended scale for a year notwithstanding additional increments drawn over and above the top salary by virtue of different provisions.

13.25 We further recommend that, public officers in post as at 30 June 2008, should, on retirement, be granted a one-off payment equivalent to 2% of their annual pensionable emoluments for each completed year of pensionable service beyond 33⅓ years of pensionable service as from 01 January 2013, provided that such officers:

(a) have attained the optional retirement age (that is 60 years);

(b) reckon at least 33⅓ years of pensionable service; and

(c) have opted for the Pension Reforms on 01 July 2008 and contributed effectively to the Pension Scheme.

13.26 An officer proceeding on retirement should continue to be given the option to cash in full accumulated Vacation Leave computed on the officer's retiring salary at the rate of 1/30 of the monthly salary per day provided he retires on the day he would normally have proceeded on leave prior to retirement.

Abolition of Office and Re-organisation

Recommendation 8

13.27 We recommend that the existing pension provisions governing officers in case of abolition of office and re-organisation, as enumerated hereunder, should continue to apply:

an officer is granted an additional pension at the annual rate of one sixty ninth of his pensionable emoluments for each completed period of three years' pensionable service provided that:

(a) the addition does not exceed twenty-three-one hundred and thirty eighths; and

(b) the addition together with the remainder of the officer's pension does not exceed the pension for which he would have been eligible;

if he had continued to hold the office held by him at the date of his normal retirement.

13.28 However, for an officer in post as at 30 June 2008, the additional pension is computed at the annual rate of one sixtieth of his pensionable emoluments for each completed period of three years' pensionable service provided that the addition does not exceed ten sixtieths and the

addition together with the remainder of the officer's pension does not exceed the pension for which he would have been eligible if he had continued to hold the office held by him at the date of his normal retirement.

Other Provisions Governing Retirement and Retirement Benefits

Pensionable Emoluments (Higher Office)

13.29 The retirement benefits of a public officer, who has been appointed to act in or has been assigned duties of a higher office by the appropriate Service Commission or through delegation of power conferred by the Public Service Commission and retires or is subsequently reverted to his substantive office, is computed on the prevailing pensionable emoluments of the office to which he was appointed to act or assigned duties provided that:

(a) he has been performing the duties of the office for a continuous period of at least two years or an aggregate period of at least two years within a period of three years;

(b) his reversion to his substantive office was not the result of inefficiency or misconduct or at his own request; and

(c) he had reached the age of 55 years at the time of his retirement/reversion and he was still assigned the duties of the higher office.

13.30 Similarly, the retirement benefits of a public officer, who has been appointed to act in or has been assigned the duties of a higher office by the appropriate Service Commission or through delegation of power conferred by the Public Service Commission and is drawing part of the Acting Allowance and retires when still assigned duties of higher office, or is subsequently reverted to his substantive office, is computed on the basis of the aggregate earnings (that is, the salary of the substantive post plus Acting Allowance computed on the prevailing pensionable emoluments) provided the conditions outlined in the above paragraph are satisfied.

Recommendation 9

13.31 We recommend that the:

(i) above provisions concerning computation of retirement benefits should be maintained; and

(ii) recommendation made at paragraph 13.23 (ii) should also be applicable to reverted officers who satisfy the conditions at paragraphs 13.29 and 13.30 and who have reached their compulsory retirement age.

Pensionable Emoluments for Officers in position of Accounting Head/Chief Executive

13.32 In the present context, the retirement benefits of a public officer who has been appointed to act in or has been assigned the duties of:

(a) a higher office in a position of Accounting Head/Chief Executive, the salary of which office is not less than Rs 110,125 a month or

(b) a higher office than the one at (a) above in the same Cadre

by the appropriate Service Commission and retires when still assigned duties of higher office or is subsequently reverted to his substantive office, are computed on the prevailing pensionable emoluments of the office to which he was appointed to act or the duties which had been assigned to him, provided that:

either

(i) he performed the duties of such office for a continuous period of not less than 12 months; and

(ii) reversion to his substantive office was not the result of inefficiency or misconduct or at his own request and he had reached the age of 55 at the time of retirement or reversion.

or

he has successfully served for a minimum period of six months and has attained the age at which he shall retire.

Recommendation 10

13.33 We recommend that the:

(i) above provision regarding computation of retirement benefits should be applicable to retired officers in position of Accounting Head/Chief Executive, provided the salary of the higher office should not be less than Rs 138000 a month; and

(ii) provision made at paragraph 13.23 (ii) should also be applicable to officers in the position of Accounting Head/Chief Executive who have been reverted and attained their compulsory retirement age.

13.34 We also recommend that an officer who had already qualified for enhanced pension benefits as per previous PRB Reports should continue to be eligible, on a personal basis, for the enhanced pension benefits.

Mobility of Manpower

13.35 With a view to allowing mobility between the Public Sector, Private Sector, International and Regional Organisations of which Mauritius is a member; foreign countries under a scheme approved by Government; and member countries of regional organisations, an officer reckoning a minimum of 10 years of pensionable service and having reached the age of 45 is currently allowed to retire with the approval of the relevant Service Commission without foregoing his earned pension benefits. The payment of the benefits accruing to the officer is deferred till the time the officer attains the age of 55.

13.36 The responsibility of looking into applications for retirement of officers having reached the age of 45 and completed a minimum of 10 years of pensionable service rests on the MPSAR. However, these officers must join the local private sector or become self-employed and their replacement can easily be made for the reason that there is no dearth of qualified personnel in the domain in which they are employed.

13.37 Upon death of an officer before the age of 55, the payment of benefits accruing to him is paid to the heirs notwithstanding the above provision.

Recommendation 11

13.38 We again recommend that with a view to allowing mobility, the above provisions should continue to be in force.

Retirement Benefits – Overmanning

Recommendation 12

13.39 We recommend that the retirement benefits of an officer who is allowed to retire at the age of 45 and above, subject to the approval of the appropriate Service Commissions, on the ground of overmanning should continue to be computed as if his office had been abolished and should be payable immediately.

Approved Leave and Pension

Recommendation 13

13.40 We recommend that officers who are granted leave without pay should continue to contribute to Government 18% of their last monthly salary drawn or as subsequently revised in pursuance of any salary review in order to have such period of leave reckoned for pension purposes.

Traineeship, Studentship, Cadetship or Apprenticeship

Recommendation 14

13.41 We recommend that half of the period of any service in the Public Service under any traineeship scheme, when immediately followed by appointment

in the grade for which he is under traineeship in the public service, should be reckoned for pension purposes.

Compassionate Allowance

Recommendation 15

13.42 We recommend that the monthly Compassionate Allowance payable on retirement for officers not on permanent and pensionable establishment, should be computed as follows:

$$\frac{\text{No. of months of service}}{720} \times \frac{\text{Annual Wage}}{12}$$

Provisions on Demise of an Officer

13.43 On the demise of an officer, a full monthly salary is paid to the heirs thereof, irrespective of the number of days he has been in service during that month. Whenever an officer holds a substantive post and is appointed or promoted to a higher office in a temporary capacity but passes away, his retiring benefits are computed on the basis of the annual pensionable emoluments attached to the higher office, provided the higher office does not require an additional qualification for appointment thereto in a substantive capacity.

Recommendation 16

13.44 We recommend that the aforesaid provisions should continue to prevail.

Gratuity for eligible officers retiring with less than 10 years' Pensionable Service

13.45 A gratuity equivalent to 18% of the last salary drawn multiplied by the number of months of pensionable service, subject to a maximum of one year's pensionable emoluments is presently paid to an eligible officer retiring with less than 10 years' pensionable service.

Recommendation 17

13.46 We recommend that provisions regarding the gratuity for eligible officers retiring with less than 10 years' pensionable service should be maintained.

Pensionable Value of Rent Allowance

Recommendation 18

13.47 We recommend that the estimated value of free quarters or rent allowance should continue to be equated to 10% of initial salary of the officer, subject to a maximum of Rs 7320 for pension purposes.

Pensionable Value of Car Benefit

Recommendation 19

13.48 We recommend that the monetary value of the private use of a chauffeur-driven official car and 75% of that monetary value are reckoned for the computation of the retirement benefits of beneficiaries of chauffeur-driven Government car (including officers of the same status eligible for an official car and driver's allowance) and self-driven Government car respectively.

National Savings Fund

13.49 Every employee on his normal retirement age or earlier, or on his death is eligible for the payment of a lump sum provided by the National Savings Fund. The employer contributes 2.5% of the basic wage/salary of every employee to the Fund, subject to a certain maximum and on retirement, the employee receives a lump sum constituting the contributions on his behalf together with any accrued interest.

Recommendation 20

13.50 We recommend that the payment of a lump sum to an employee on the normal retirement age or on early retirement or on his death should be maintained.

Portable Pension Fund

Recommendation 21

13.51 We recommend that the portable benefits of a qualified officer (that is, an officer who, after having completed at least one year's pensionable service, leaves the public service to take up employment in the private sector or to become self-employed) are transferred to such superannuation fund as may be established by the employer who employs him or to such personal pension scheme to which the officer may have adhered to, on his leaving the public service. The portable benefits of the officer are computed as if, at the time of leaving the public service, he had become eligible for a gratuity under the Pensions Act, corresponding to his length of service.

Mutually Agreeable Retirement Scheme

Recommendation 22

13.52 We recommend that the provisions governing the Mutually Agreeable Retirement Scheme as hereunder should continue to be applicable:

an officer aged 50 or more who would be willing to retire voluntarily, and whom Management would wish to part with, is allowed to do so with enhanced retirement benefits whereby the officer is granted an additional pension at the annual rate of one sixty ninth of his pensionable

emoluments for each completed period of three years' pensionable service (*along same line as provided for an officer becoming redundant in the case of reorganisation under the Pensions Regulations 1951*) provided that:

(a) the addition does not exceed twenty- three-one hundred and thirty eighths; and

(b) the addition together with the remainder of the officer's pension does not exceed the pension for which he would have been eligible if he had continued to hold the office held by him at the date of his normal retirement.

Continuation of Service beyond Compulsory Retiring Age

13.53 Officers at certain level are allowed to remain in service beyond 65 years provided Government considers that the continuation of their service beyond 65 years is in the interest of the Public Sector. Generally, these officers are in highly specialised areas where skills and competencies are in short supply or are not available. The continuation of service beyond 65 years is implemented in a manner that does not cause prejudice to officers in post. We are maintaining this provision and detailing the procedures to be followed at Annex to this Chapter.

Enhanced Pension Benefit for a Tour of Duty in Agalega or St. Brandon

Recommendation 23

13.54 We recommend that any period that an officer domiciled in the Republic of Mauritius is required to serve as a public officer in Agalega or St. Brandon should, at the time he ceases to be in service, be reckoned as pensionable service at the rate of two times.

Pensions Act

Recommendation 24

13.55 We recommend that the Ministry of Finance should initiate action to bring necessary amendments to the Pensions Act and any relevant Acts in view of provisions made under this Chapter.

Defined Contribution Pension Scheme

13.56 Since 2013, new recruits in the Civil Service, Parastatal Bodies, Local Authorities, the Rodrigues Regional Assembly and Private Secondary Schools contribute to the Defined Contribution (DC) Pension Scheme which is administered by the State Insurance Company of Mauritius. Government contribution into the dedicated Fund is 12% of employee emoluments while the new entrants contribute to the tune of 6%. However, the employee also has the possibility to increase his contribution. As at June 2025, some 46000 members were contributing to the DC Pension Scheme.

13.57 For this review, a few Federations highlighted the paucity of information regarding the amount of fund collected for new entrants under the DC Pension Scheme. The Ministry of Finance, for its part, proposed an upward review of the rate of contribution of employees and the Government; and that the Public Pensions Advisory Committee (PPAC) in consultation with SICOM and its actuary to recommend a minimum guaranteed annual return on the fund value.

13.58 After noting the concerns of the Federations and examining the proposals of the Ministry of Finance, we are making appropriate recommendations.

Recommendation 25

13.59 We recommend that:

(i) newly appointed public officers should be informed about the features of a Defined Contribution Pension Scheme through their induction courses;

(ii) regular information should be provided to members of Defined Contribution on the performance of their individual accounts;

(iii) the Public Pensions Advisory Committee, in consultation with the SICOM, to consider the advisability of making provision for a minimum guaranteed annual return on the fund value; and

(iv) the Ministry of Finance should take up the matter regarding the employees' and Government's contribution with the Commission of Experts which has been set up to reform the various pillars of the pension system.

Contractual Employment

13.60 Consideration would be given to officers employed on a contractual basis to contribute to the Defined Contribution Pension Scheme. Government will not contribute in respect of contractual employees.

ANNEX

Procedures to be followed in respect of Continuation of Service beyond Compulsory Retiring Age

1. **Civil Service**

(i) The Responsible Officer should submit his recommendation to the Prime Minister's Office for consideration by the High Powered Committee;

(ii) The recommendation of the High Powered Committee would be submitted to the Prime Minister for his consideration and approval; and

(iii) If the recommendation is approved, the Responsible Officer seeks the approval of the relevant Service Commission and take such other action as may be recommended by the High Powered Committee.

2. **Parastatal and Other Statutory Bodies**

(i) The approval of the Board should be obtained to initiate action, in the first instance, and the Chief Executive Officer of the organisation should submit the request to the parent Ministry;

(ii) The Responsible Officer of the parent Ministry should submit his recommendation to the Prime Minister's Office for consideration by the High Powered Committee;

(iii) The recommendation of the High Powered Committee would be submitted to the Prime Minister for his consideration and approval; and

(iv) If the recommendation is approved, the Chief Executive Officer of the organisation should then seek the approval of the Board and take such other action as may be recommended by the High Powered Committee.

3. **Local Authorities**

(i) The Chief Executive of the Local Authority should submit the request to the Ministry of Local Government;

(ii) The Responsible Officer of the Ministry of Local Government, should submit his recommendation to the Prime Minister's Office for consideration by the High Powered Committee;

(iii) The recommendation of the High Powered Committee would be submitted to the Prime Minister for his consideration and approval; and

(iv) If the recommendation is approved, the Chief Executive of the Local Authority should then seek the approval of the Local Government Service Commission and take such other action as may be recommended by the High Powered Committee.



14. PUBLIC SERVICE PENSION

14.1 After each overall review exercise, the pension of retired public officers covered by Defined Benefits Scheme is recomputed based on the revised pensionable emoluments of the relevant grades as from the date of implementation of the revised salaries. Since no representations have been received in connection with this issue, the following provisions should, therefore, continue to apply for these public sector pensioners.

Recommendation 1

14.2 We recommend that:

(i) pension of retired public officers should continue to be recomputed on the basis of the revised pensionable emoluments of the relevant grades as from 01 January 2026;

(ii) where the pension of a pensioner, recomputed on the basis of the revised salary, works out to less than the pension payable as at 31 December 2025 inclusive of any cost-of- living allowance that may be paid as from 01 January 2026, the pensioner should be allowed to continue to draw the pension he was drawing as at 31 December 2025 together with the cost-of-living allowance, where applicable; and

(iii) in the event a grade no longer exists but there are still pensioners who belonged to that grade, a hypothetical salary based on the nearest equivalent grade be worked out by the Pay Research Bureau, should be used. It should be noted that the nearest equivalent grade should not necessarily be a grade in the same organisation.

14.3 The above recommendations should also apply to pensioners of Parastatal and other Statutory Bodies, Local Authorities and the Rodrigues Regional Assembly.

Death of an Officer while in the Service

14.4 In the last Report, the Bureau recommended that the then Ministry of Finance, Economic Planning and Development considers the advisability of refunding the officers' share of contribution to the heirs when the officer dies in service.

14.5 The Pensions Act and the Statutory Bodies Pensions Funds Act have subsequently been amended through the Finance Act 2024. Provisions in the Pensions Act are such that **"for an officer who dies while in service, his legal personal representative shall be refunded his share of contributions which shall include the contributions of the officer for any previous service in a statutory body, provided that such service is reckoned as pensionable service"**.

15. DIGITALISATION AND ARTIFICIAL INTELLIGENCE READINESS

15.1 In an era defined by rapid technological advancement and digital disruption, Mauritius has emerged as a forward-looking, innovation-driven nation. Government is committed to accelerate the country's digital transformation towards becoming a smart, inclusive and future ready nation through a series of measures namely: setting up of Artificial Intelligence (AI) Innovation Start-Up Programme to be spearheaded by the Ministry of Information Technology, Communication and Innovation (MITCI); the establishment of a dedicated AI Unit to accelerate this digital transformation; and provision of incentives to stimulate private sector investment in digital technologies and AI.

15.2 Moreover, in line with Government Programme 2025-2029, the MITCI launched the ‘*'Blueprint for Mauritius: A Bridge to the Future - Digital Transformation 2025-2029"*, which provides a strategic, people-centric and actionable roadmap. Structured around four strategic pillars and five enablers, the Blueprint sets out a comprehensive vision to modernise infrastructure, strengthen digital governance, and integrate technologies such as AI across all sectors of the economy and Public Service. It lays emphasis on sustainability, cybersecurity, and ethical AI, with the aim to position Mauritius as a leader in digital transformation, while supporting economic growth, social inclusion, and the ability to cope with environmental challenges. In these perspectives, the MITCI has set up an Artificial Intelligence Unit, which will be responsible for the implementation of the strategy covering various aspects in connection with AI.

15.3 The Blueprint equally provides for the creation of a National Digital Transformation Steering Committee to oversee and guide implementation of the various initiatives enunciated therein. Furthermore, to ensure the successful implementation of the Blueprint and to provide a clear, accountable and responsive oversight of digital transformation at all levels of government, the MITCI has established three key committees: the Inter-Ministerial Committee on Digital Transformation; the National Digital Transformation Steering Committee; and Ministry-level Project Steering Committees.

15.4 Throughout its past Reports, the Bureau has advocated for the need to modernise the Public Sector through various reforms including e-Government and digital transformation. It also stressed on the importance of continuous digital training and upskilling of public officers, to ensure that they are well-equipped to support and manage modern ICT systems effectively.

15.5 In the context of this Report, no major submission from Unions/Federations was made on e-Governance or Digitalisation. However, they expressed their apprehension on the advent of AI and its impact thereof on jobs, in general. Parties concerned were, however, informed that since we are still in an early phase in the application of AI, a proper assessment may not be possible at this stage. The Ministry of Public Service and Administrative Reforms (MPSAR),

on its side, submitted that the slower than expected pace of digital transformation in the Public Sector, as highlighted by the National Audit Office in its 2023/2024 Report, has hindered progress in improving service delivery, reducing costs, and making effective use of limited resources.

15.6 Additionally, the MPSAR considers that there is an urgent need to accelerate digital reforms and align with international best practices. It has in the same vein, proposed for certain initiatives such as the Electronic Document Management System (e-DMS); Electronic Scheme of Scheme (e-SoS); digitalisation of the Performance Management System; setting up of a Digital Government Policy Office; and introduction of a Public Service Facilitation System, as stated in Government Programme 2025-2029, to enhance service delivery, reduce access cost and eliminate unnecessary inconveniences. In parallel, the existing Government Chatbot will be revamped and rolled out in a phased manner in a few Ministries/Departments in a first instance. The revamped Chatbot, namely Digital Interactive Virtual Assistant (DIVA) will introduce future-ready eco-system of AI agents.

15.7 We consider that along with the measures enunciated in the Blueprint, for increased efficiency, electronic and digital processes need to be SMART (simple, moral, accountable, responsive and transparent). Furthermore, with AI becoming the buzzword, there is need to move forward from e-Governance to AI Governance, the moreso AI is reshaping the workplace inasmuch as how we work and communicate, while enhancing decision-making processes, improving efficiency and fostering innovation.

15.8 However, the adoption of AI in everyday life also raises important questions about ethics, privacy, and the future of jobs. Adopting AI should not be the mission, instead it should be a tool to help achieve Government's objectives. The Bureau views that a sustainable approach to AI adoption in the Public Sector should be favoured, based on three key pillars, namely: People, Processes and Technology.

15.9 The foundation to successful AI implementation lies in empowering employees with digital and AI skills, promoting citizen trust and ensuring people remain at the centre of transformation. Further, to ensure that human oversight and decision making remain central to AI implementation as well as ensuring AI outputs are critically assessed and contextualised by human expertise, a ''human-in-the-loop" approach may be most appropriate. The second pillar, namely development and refinement of processes, involves reviewing existing work processes, integrating digital tools, removing inefficiencies and rethinking action plans to make the Public Service more efficient and citizen-focused. However, for a successful outcome, continuous monitoring and evaluation are essential to ensure that processes stay relevant and aligned with set objectives.

15.10 The final pillar, that is, technology, involves effective data management, choosing the right AI solution and establishing the necessary infrastructure for sustainability. Additionally, since Government handles sensitive citizen information, data protection and implementation of secure technologies are essentially critical to maintain citizen trust. The Blueprint on Digital Transformation 2025-2029 takes a well-balanced approach by integrating People, Processes and Technology. Together, these three pillars can create a robust framework for AI integration in the Public Sector as well as a Government that is easily accessible, inherently trustworthy and caring.

15.11 We are therefore making new recommendations for public sector organisations to harness the full potential of AI to better serve the citizens, while maintaining existing provisions which are still relevant.

Optimal Use of Infrastructural Technologies

15.12 With the evolution of technologies and the introduction of ''hybrid'' working arrangements, the provision of appropriate ICT equipment, tools and facilities has become essential. In that respect, the Bureau had recommended, among others, for the provision of necessary ICT equipment to ensure smooth service delivery. In view of its relevance, we are maintaining the recommendation.

Recommendation 1

15.13 We recommend that Management of Ministries/Departments/ Organisations, in collaboration with the Ministry of Information Technology, Communication and Innovation should:

(i) provide the necessary updated ICT equipment/upgraded systems and applications to their staff, based on organisational needs and feasibility, to enable a smooth running of activities;

(ii) ensure an optimum and judicious use of the abovementioned equipment/facilities; and

(iii) continue to provide ICT equipment, along with access to the internet, to employees operating at lower levels, wherever there is need, based on operational requirements.

Fostering AI Initiatives

Recommendation 2

15.14 **We recommend that the Ministry of Information Technology, Communication and Innovation should, in its framework for the integration of AI in the Public Sector, consider the advisability of including people, processes and technology as key pillars with a view to providing a solid foundation upon which AI Governance can be built.**

15.15 We also recommend that:

(i) AI initiatives should be strategically aligned with an organisation's mission, goals and objectives to drive performance, foster innovation and increase efficiency and effectiveness;

(ii) Key Performance Indicators (KPIs) should be developed and used to assess the success and impact of AI initiatives;

(iii) Ministries and Departments, in consultation with the Ministry of Information Technology, Communication and Innovation, be encouraged to apply for funding under the "Public Sector AI Programmes" so that they can leverage digital technological and AI tools to improve processes, achieve efficiency gains and enhance service delivery; and

(iv) the Ministry of Information Technology, Communication and Innovation in collaboration with relevant authorities should address fundamental data management issues including data quality, collection, storage, compliance and security, so as to ensure a successful, efficient and effective implementation of AI initiatives/technologies.

Capacity Building

15.16 We consider that investment in the necessary infrastructure to support AI technologies should not only include the physical/hardware and software but also the training and development of the MITCI's technical staff to equip them with the necessary skills and knowledge needed to work effectively with AI-related technologies, among others.

15.17 In the last Report, we recommended for the MITCI along with the MPSAR to carry out a Human Resource Planning (HRP) exercise to detect and address where relevant, any issue regarding staff size and skills upliftment. We have been apprised that such exercise has not been conducted as at date. In such circumstance and taking into account the broad measures announced by Government in the wake of new technologies, including AI, we hold that HRP is a must. We are, therefore, reiterating its conduct.

Recommendation 3

15.18 We recommend that the Ministry of Information, Technology, Communication and Innovation in collaboration with:

(i) the Ministry of Public Service and Administrative Reforms, should carry out a Human Resource Planning exercise to identify and address issues of shortage of technical staff and develop a comprehensive human resource development plan to address any skills upliftment with regard to this category of staff, for more efficiency to prevail; and

(ii) relevant institutions should:

(a) make the necessary arrangements for the continual training of its technical staff so that they are properly equipped with the relevant knowledge and skills to cope with emerging technologies, including AI; and

(b) identify and arrange for the proper training of public sector employees to ensure a smooth transition towards AI.



16. CONDITIONS OF SERVICE AND BENEFITS

16.1 As per its mandate, the Bureau is responsible for reviewing pay and grading structures and Conditions of Service in the Public Sector. The latter, which refers to the terms and conditions of employment other than salary, constitutes an important element of the total remuneration package of public sector employees. It comprises the payment of various allowances, passage benefit, end-of-year bonus, leave privileges, retirement benefits, communication facilities as well as travelling and car benefits, among others. These benefits further motivate staff and encourage the desired employee attitude.

16.2 In the context of each review exercise, the Bureau re-examines the prevailing set of Conditions of Service. This periodic review ensures that the existing Conditions of Service keep pace with evolution in conditions of employment at both local and international levels as well as meet the changing and challenging environment in which public sector employees operate.

16.3 For this Report, we received several proposals from Federations and Unions relating to Conditions of Service. We further had discussions with the Ministry of Public Service and Administrative Reforms (MPSAR), which is the responsible body for ensuring a proper implementation of the recommendations contained in the Report, including those regarding Conditions of Service.

16.4 All the proposals were carefully examined. We also carried out several surveys to gauge the effectiveness of a few existing Conditions of Service. The findings of the different surveys revealed that almost all the existing recommendations are still valid and require no change. A few benefits considered as acquired rights have been maintained, while certain conditions have been enhanced or reviewed where deemed necessary or relevant.

16.5 While examining the various requests, we ensured that for those Conditions of Service which are intrinsically related to salary relativities, such as travelling and car benefits, the existing hierarchy of benefits has been maintained. This allows fair differentials in the total remuneration package to continue to prevail. It is in these perspectives, among others, that we have arrived at our recommendations.

16.6 Moreover, from the queries raised from our stakeholders with regard to the implementation of our recommendations since the last Report and in a bid to ensure a consistent implementation, we have, to the extent possible, provided necessary explanations and clarifications, wherever deemed appropriate. To this effect, we are reiterating the provision made in our last Report for **the MPSAR to continue to act as a facilitator and monitoring body, thereby ensuring that recommendations relating to Conditions of Service are properly communicated to relevant stakeholders, and implemented in a**

standard and consistent manner. Further, it should continue to report to the Bureau, any need for amendments, alterations or clarifications.

16.7 After the publication of each PRB Report, the MPSAR is required to update its **Human Resource Management Manual (HRMM)** to incorporate the recommendations contained therein. The HRMM serves as a reference document particularly for the HR personnel inasmuch as it provides guidelines and sets out procedures to ensure an appropriate level of standardisation in the application of rules, regulations and Conditions of Service in force. However, we noted that same has not been updated since 2011 despite the publication of three PRB Reports since then. In view of the importance of this document, **the Bureau urges the MPSAR to initiate necessary action for its timely updating so as to ensure a more homogeneous and consistent application of our recommendations.**

16.8 We have reported on the different Conditions of Service in the ensuing sections of this Chapter. In so far as specific Conditions of Service are concerned, these are dealt with under their respective Section/Ministry/Department/ Organisation/Local Authority/Commission in the relevant Volume of this Report.



16.1 END-OF-YEAR BONUS

16.1.1 An End-of-Year Bonus was paid for the very first time to public sector employees in the year 1975 in the wake of windfall gains following the sugar boom. Thereafter, it was paid annually through legislation as well as Circulars issued by the Ministry of Finance and subsequently the 2003 PRB Report elevated it to the status of Condition of Service. Today, the payment of End-of-Year Bonus, equivalent to one month's salary, constitutes an essential feature of the Conditions of Service of public sector employees.

16.1.2 In the context of this Report, the proposal of stakeholders to introduce a 14th month bonus could not be retained. However, we are enhancing this condition for Government employees who join a Parastatal Body/Local Authority or vice-versa and those employees of a Parastatal Body/Local Authority who join another Parastatal Body/Local Authority in the course of the year and are still in employment on 31 December.

Recommendation 1

16.1.3 We recommend that payment of End-of-Year Bonus should be based on the following provisions:

(i) Public Sector employees including students, trainees or apprentices who draw an allowance instead of salary/wage whether on a monthly or daily basis should be entitled to an End-of-Year Bonus equivalent to one month's salary.

(ii) Subject to sub-paragraph 16.1.3 (iv) below, except for Supply Teachers, and officers in actingship, payment of the End-of-Year Bonus should be on a pro-rata basis to all those who reckon less than a year's service and are still in employment on 31 December.

(iii) For employees who retired during the year, the End-of-Year Bonus should be calculated on a pro-rata basis according to the period in respect of which they have drawn salary and pension respectively. This principle should also apply to employees who were on approved leave without pay during the year and have resumed duty.

(iv) Subject to sub-paragraph 16.1.3 (v), employees who were on approved leave with half pay during the whole or part of the year should be eligible for that proportion of the End-of-Year Bonus which the salary/wage actually drawn during the year bears to the total annual salary/wage.

(v) Government employees who join a Parastatal Body/Local Authority or vice-versa and employees of a Parastatal Body/Local Authority who join another Parastatal Body/Local Authority in the course of the year and are still in employment on 31 December should be paid End-of-Year Bonus in proportion to the respective periods of service in both organisations.

(vi) Employees who resign from the service to join the private sector or for their own convenience or have been dismissed or are under interdiction should not be paid End-of-Year Bonus. However, those who are reinstated in their posts may be paid the End-of-Year Bonus in respect of the period they were under interdiction, subject to the approval of the Supervising Officer.

(vii) Advisers/Officers whose contract of employment are not renewed or who give the appropriate notice for termination of their employment should be paid End-of-Year Bonus provided they have served for at least six months in that calendar year in the organisation and the End-of-Year Bonus was not pro-rated and integrated in their emoluments. The End-of-Year Bonus should be in proportion to the period served in that organisation and should be paid at the end of December of that year.

(viii) The payment of End-of-Year Bonus, in case of death of a public officer, should be effected on a pro-rata basis to the officer's legal heirs. For the purpose of implementation of this provision, when an officer has worked for part of the month, it is deemed that he has worked for the whole month.

(ix) Substitute employees employed "on and off" and paid on a daily basis; resource persons employed on a sessional basis but paid on a month-to-month basis; and persons employed on a sessional basis under a Bank Scheme and who:

(a) reckon continuous employment with the employer for a whole or part of the year; and

(b) are in employment on 31 December,

should be paid a proportion of the End-of-Year Bonus which the salary/wage/allowance/fees actually drawn during the year in respect of normal hours of work bear to the total annual salary/wage of the corresponding grade or where there is no corresponding grade, to a proportion of the End-of-Year Bonus which the fees actually drawn during the year bear to the total annual fees of an employee who would have worked full-time.

(x) Officers acting in a higher grade for a continuous period of 12 months, should be paid the End-of-Year Bonus based on the salary of the substantive post plus any acting allowance drawn.

(xi) Officers who are assigned duties against:

(a) permanent vacancies;

(b) temporary vacancies which would become permanent;

(c) temporary vacancies arising from officers proceeding on leave without pay for a period of at least one year; and

(d) vice officers who were interdicted for a continuous period of more than one year,

should be paid the End-of-Year Bonus based on the salary of the substantive post plus any acting allowance drawn. In case the officer proceeds on approved leave during the calendar year, the End-of-Year Bonus should be computed on a pro-rata basis, provided the officer had been assigned the higher duties for a continuous period of at least four months in that calendar year.

(xii) Supply Teachers, although not in employment on 31 December, should be paid End-of-Year Bonus on a pro-rata basis provided they have served for at least six months in a calendar year.



16.2 TRAVELLING AND CAR BENEFITS

16.2.1 Travelling and car benefits are a major component of the total remuneration package of public officers. Over time, this Condition of Service has continuously been enhanced for the benefit of a wider pool of employees.

16.2.2 Traditionally, senior officers whose status and duties required the regular use of a car were granted loan facilities for its purchase, together with the payment of an all-inclusive travel grant to cover associated costs. Other officers who attended duty by bus were refunded their bus fares. With the introduction of the duty-free scheme in 1987, this Condition of Service has significantly been revamped, with the Scheme being the main focus, followed by the grant of loan facilities. Since then, provisions relating thereto have undergone various improvements to reflect the evolving circumstances.

16.2.3 In July 2022, excise duty on hybrid and electric cars was abolished. However, the surge in imports of vehicles combined with the growing number of cars which was outpacing the country's ability to expand its road network coupled with an increasing number of road accidents, led to Government reintroducing duty on hybrid and electric cars with effect from 06 July 2025. In parallel, the duty on conventional (fuel-propelled cars) has been significantly increased.

16.2.4 For the current review, the Bureau has received an array of representations from the Management of different Ministries/Departments/Organisations, Federations/Unions, individual employees as well as the Ministry of Public Service and Administrative Reforms (MPSAR). These have been mainly centred on enlarging the pool of officers eligible for duty exemption facilities; increasing engine capacity thresholds; introduction of a rebate scheme; shortening the renewal period for loan facilities; making the grant of car loan and duty exemption facilities mutually exclusive; provision of parking facilities; and review of the quantum of existing travelling allowances, including mileage rates for officers who use their personal vehicles for official purposes.

16.2.5 The above representations have been examined on a holistic basis after taking into consideration the implications of relaxing the present parameters; duty exemption as a component of the total reward package of public officers; the need to contain the fleet of vehicles; the need to encourage the use of vehicles of greener technologies; existing hierarchy of benefits for travelling and car benefits and other relevant factors.

16.2.6 Working sessions have also been held with representatives of the Ministry of Finance and the Treasury as well as officers of the Mechanical Workshop of the Ministry of National Infrastructure, to discuss key issues related to travelling and car benefits prior to arriving at certain decisions. The views submitted by the members during these sessions were also taken on board, where considered relevant.

16.2.7 It is against this backdrop that we have framed our recommendations under the relevant sections. Most of the recommendations have been maintained in their existing form, while a few have been revisited to address certain implementation issues as raised by the MPSAR and other stakeholders directly concerned with this Condition of Service. Moreover, the quantum of the different allowances namely Travelling Allowances, rates at which mileage run is payable, Car Allowance and cash in lieu of duty exemption, among others, have been revised.

16.2.8 For ease of presentation, "Travelling and Car Benefits" are dealt with under five main Sections, namely: **Duty Exemption Scheme; Motor Vehicle/Autocycle/Motorcycle and Bicycle Loans; Travelling Allowances, Travel Grant and Refund of Travelling Expenses; Government Official Car Scheme; and Other Recommendations.**

Section I – Duty Exemption Scheme

16.2.9 As highlighted in the introductory part of this Chapter, the duty-free car scheme was introduced in the 1987 PRB Report for the benefit of Heads of Departments and senior officers in the Public Sector as well as certain categories of professionals such as doctors, magistrates and engineers. Over successive Reports, this benefit has been extended to a wider pool of officers, based on their status or nature of their work where extensive official travelling is concerned.

16.2.10 At present, the scheme caters for the following categories of officers:

(i) 100% duty remission to senior officers, depending on their status and salary, as well as to certain categories of professionals listed in Annex I to this Chapter;

(ii) 70% duty remission on a car with engine capacity of up to 1400 cc or 100% duty remission on a car with engine capacity of up to 1200 cc to officers performing extensive field duty;

(iii) duty remission of Rs 115000 to individual officers in certain grades whose posting requires them to perform official travelling on a regular basis; and

(iv) 70% duty remission on a car with engine capacity of up to 1400 cc or 100% duty remission on a car with engine capacity of up to 1200 cc on a once-in-a-lifetime basis to certain categories of officers.

16.2.11 For this review, the main submissions were to: extend this benefit to other categories of officers; revise the engine capacity thresholds; and increase the rate of duty exemption for those currently entitled to 70% duty remission. Demands were also made to include certain grades in Annex II (70% duty exemption). We observed that these requests rest on claims for parity of treatment with other grades carrying similar job titles or requiring similar qualifications and which are already benefiting from same. As already informed during consultations, requests for inclusion of grades in Annex II are examined against a set of criteria together with the findings of the Survey on Travelling and Car Benefits to determine eligibility.

16.2.12 While examining the whole issue of duty exemption, we noted that there has been an important change over the last five years in the automobile landscape in terms of an influx of new models, makes and brands of vehicles with varying types of powertrains. Moreover, we noted that common makes/models of conventional cars to which public officers were accustomed to are either no longer available or exist in other revamped versions (hybrid and/or electric) at a much higher price. However, though certain car models within specific prescribed engine capacity thresholds remain limited, alternatives are available on the market within the set ceilings.

16.2.13 The current scheme also provides for officers to opt for deferred renewal of the duty-exempted car which allows them to purchase a car of higher engine capacity or 100% duty remission if they were eligible for 70%. Alternatively, they may elect for the payment of a monthly Car Allowance in lieu of the duty remission or purchase a car of up to 2250cc, provided they pay the difference in the excise duty.

16.2.14 Prior to arriving at its recommendations, the Bureau took into account the significant rise in the price of motor vehicles emanating from rapid technological advancements in the automobile industry; the reintroduction of excise duty on hybrid and electric cars along with a marked increase on conventional cars, among others.

16.2.15 In addition, the Bureau also held meetings with representatives of the Ministry of Finance, Customs Department of the Mauritius Revenue Authority and Ministry of National Infrastructure, to thrash out certain issues concerning the duty exemption scheme. Their views have equally been considered in framing relevant policies. Moreover, a few problems encountered by the MPSAR in the implementation of certain recommendations have equally been addressed to the extent possible.

16.2.16 After examining all the representations of our remit group, along with the important changes in the automobile market and fiscal measures brought by Government and the need to contain the fleet of vehicles due to traffic congestion, we consider it more appropriate to maintain the scheme in its essence, while bringing necessary improvements/modifications where deemed necessary. In the same vein, the ceiling in terms of Kilowatt (kW) has been specified for each category of eligible officers, in case they wish to purchase a duty-remitted electric car. These are provided in the ensuing paragraphs.

Duty Exemption

Recommendation 1

16.2.17 We recommend that officers in the categories specified at column (A) in the table below should be eligible for:

(i) duty exemption to purchase a car with appropriate engine capacity as specified at column (B)

or

(ii) deferred renewal to purchase a duty exempted car with higher engine capacity or take advantage of enhanced duty exemption as appropriate, as specified at column (B)

or

(iii) the payment of a monthly Car Allowance in lieu of the duty exemption as specified at column (C).

<table>
<tr><th>No.</th><th>(A)
Salary Level/ Category of Officers</th><th>(B)
Rate of Duty Exemption and Engine Capacity OR higher rate of Duty Exemption/Engine Capacity</th><th>(C)
Monthly Car Allowance in lieu of Duty Exemption as specified at Column (B)</th></tr>
<tr><td>1.</td><td>Officers drawing a monthly salary of Rs 122000 or more but not eligible for a chauffeur/self-driven car.</td><td>100% duty exemption on a car of engine capacity up to 1850 cc/ 200 kW once every five years.

OR

deferred renewal with duty exemption on cars of higher engine capacity as hereunder, subject to the provisions at paragraph 16.2.28 wherever applicable:

<table><tr><th>Renewal Period</th><th>Engine Capacity/kW</th></tr><tr><td>6 years</td><td>Up to 2000 cc OR 200 kW or above</td></tr><tr><td>7 years</td><td>Up to 2250 cc OR 200 kW or above.</td></tr></table></td><td>Rs 11590</td></tr>
<tr><td>2.</td><td>Officers drawing a monthly salary of Rs 118000 as well as those drawing a monthly salary in the scale the maximum of which is not less than Rs 118000.</td><td>100% duty exemption on a car of engine capacity of up to 1601 cc/200 kW once every five years

OR

deferred renewal with duty exemption on cars of higher engine capacity as hereunder, subject to the provisions at paragraph 16.2.28:</td><td>Rs 7895</td></tr>
</table>

<table>
<tr><th>No.</th><th>(A)
Salary Level/ Category of Officers</th><th>(B)
Rate of Duty Exemption and Engine Capacity OR higher rate of Duty Exemption/Engine Capacity</th><th>(C)
Monthly Car Allowance in lieu of Duty Exemption as specified at Column (B)</th></tr>
<tr><td></td><td></td><td><table><tr><th>Renewal Period</th><th>Engine Capacity</th></tr><tr><td>6 years</td><td>Up to 1850 cc/ 200 kW</td></tr><tr><td>7 years</td><td>Up to 2000 cc/ 200 kW or above</td></tr></table></td><td></td></tr>
<tr><td>3.</td><td>Officers drawing a monthly salary:

(i) of Rs 67900 and above in a scale the maximum of which is not less than Rs 97000;

(ii) in the range of Rs 80000 and up to Rs 114000; and

(iii) incumbents in grades listed at Annex I to this Chapter.</td><td>100% duty exemption on a car of engine capacity of up to 1500 cc/150 kW once every seven years

OR

deferred renewal with duty exemption on cars of higher engine capacity as hereunder, subject to the provisions at paragraph 16.2.28:

<table><tr><th>Renewal Period</th><th>Engine Capacity</th></tr><tr><td>8 years</td><td>Up to 1601 cc/ 200 kW</td></tr><tr><td>9 years</td><td>Up to 1850 cc/ 200 kW</td></tr></table></td><td>Rs 4975</td></tr>
<tr><td>4.</td><td>Officers whose grades are listed at Annex II to this Chapter.</td><td>70% duty exemption on a car of engine capacity up to 1400 cc/ 150 kW once every seven years

OR

100% duty exemption on a car with engine capacity up to 1200 cc/ 150 kW once every seven years, subject to provision at paragraph 16.2.26(ii)</td><td>Rs 2705</td></tr>
</table>

<table>
<tr><th rowspan="2">No.</th><th>(A)</th><th>(B)</th><th>(C)</th></tr>
<tr><th>Salary Level/ Category of Officers</th><th>Rate of Duty Exemption and Engine Capacity OR higher rate of Duty Exemption/Engine Capacity</th><th>Monthly Car Allowance in lieu of Duty Exemption as specified at Column (B)</th></tr>
<tr><td></td><td></td><td>OR

For officers who have opted for 70% duty exemption on a car of engine capacity up to 1400 cc/150 kW, enhanced duty exemption on deferred renewal as hereunder, subject to provision at paragraph 16.2.28:

<table><tr><th>Renewal Period</th><th>Rate of Duty Exemption</th></tr><tr><td>8 years</td><td>85%</td></tr><tr><td>9 years</td><td>100%</td></tr></table></td><td></td></tr>
</table>

16.2.18 Wherever engine capacity has been mentioned, cc has been used in respect of fuel propelled and hybrid cars and kW for electric cars.

Duty Remission Facilities to Officers on Temporary Appointment

16.2.19 At present, only officers whose grades are listed in Annex I are entitled to duty remission facilities during their temporary appointment. We are extending this provision to the other categories of officers of the Table above.

Recommendation 2

16.2.20 We recommend, that during their temporary appointment, eligible officers belonging to the categories specified at (No.1), (No.2) and (No.3) in the table at paragraph 16.2.17, should be entitled to duty remission facilities, while those specified at (No 4) should be entitled to a Car Allowance in lieu of duty remission.

16.2.21 We further recommend that officers appointed in a temporary capacity and who opted for the payment of a monthly Car Allowance in lieu of duty exemption, as specified in the Table at paragraph 16.2.17, would no longer be entitled to the payment of same, in the event they are reverted to their substantive position, as from the date of their reversion.

Reimbursement of Duty in case of Resignation/Reversion/Termination of Employment

16.2.22 Under the Customs and Tariff Act 1969, the duty on a car is applicable for a period of four years. Accordingly, if a beneficiary's employment is terminated or expires within four years from the date of purchase, the duty should be reimbursed on a *pro-rata* basis.

Recommendation 3

16.2.23 We recommend that officers eligible for duty exemption on a car and who have taken advantage of this benefit and subsequently resign from the service or are reverted to their former position or whose employment has been terminated, should reimburse proportionate excise duty if the resignation or reversion or termination of employment occurs within four years as from the date of the purchase of the duty-exempted car.

Car Allowance

Recommendation 4

16.2.24 We recommend that an officer eligible for duty exemption who:

(a) opts for the payment of a monthly Car Allowance, payable as from the date the option is exercised, in lieu of duty exemption or for deferred renewal to benefit from enhanced rate of duty exemption or higher engine capacity, should mandatorily apply for same in writing, on the prescribed form;

(b) has opted for the payment of a monthly Car Allowance in lieu of duty exemption, would be allowed to take advantage of duty exemption on the purchase of a car, only after a period of six months has elapsed from the date the option for the allowance was exercised. The eligibility for purchase/renewal of the duty exempted car should start as from the date payment of the allowance ceases;

(c) has opted for deferred renewal to take advantage of the enhanced rate of duty exemption or higher engine capacity, would not be entitled to the monthly Car Allowance in lieu of duty exemption as from the date the option is exercised till the end of the period qualifying him for enhanced duty exemption or higher engine capacity, as the case may be;

(d) has already taken advantage of 70% or 100% duty exemption would be allowed to opt for the payment of a monthly Car Allowance in lieu of duty exemption only after a period of seven or five years has elapsed, whichever applicable, as from the date of the last purchase of the car. However, in case of change in eligibility within the abovementioned periods, the beneficiary can opt for the payment of a monthly Car Allowance in lieu of duty exemption, but would have

to reimburse proportionate duty and clear outstanding loan, if any, before applying for duty exemption; and

(e) has taken advantage of duty exemption for the purchase of a car or has opted for the payment of a monthly Car Allowance in lieu of duty exemption, should make provision for his own transport arrangements for the performance of official travelling and should not be allowed to use the organisation's vehicle.

16.2.25 We also recommend that an officer who prior to 30 June 2008, was drawing a monthly salary of Rs 40000 but less than Rs 42500 as well as those who were drawing a monthly salary in a scale the maximum of which was not less than Rs 39000 and with the 2008 PRB Report were entitled to a monthly salary of Rs 66000 or more would be allowed to take advantage of car benefits as per provisions at paragraph 16.2.17 (No. 1), only after five years have elapsed as from the date of the last purchase of the duty-remitted car.

16.2.26 We further recommend that beneficiaries of 70% duty remission by virtue of paragraphs 16.2.17 (No. 4) and those eligible for duty remission on a car once, may be allowed to opt for the purchase of either a:

(i) 70% duty remitted car of engine capacity up to 1400 cc/150 kW; or

(ii) 100% duty remitted car of engine capacity up to 1200 cc/150 kW subject to a maximum of Rs 250,000 duty remission on the car. However, in the event that the excise duty on the car is higher than this quantum, the difference would have to be borne by the beneficiary.

16.2.27 We additionally recommend that:

(i) officers who, with the 2013 PRB Report, would have drawn a monthly salary of Rs 75600 and up to Rs 81000 as well as those who would have drawn a monthly salary in a scale the maximum of which was not less than Rs 75600 with effect from 01.01.13, 01.01.14 and 01.01.15, should continue to be eligible for 100% duty exemption on a car of up to 1601 cc/200 kW as per paragraph 16.2.17 (No. 2), together with the payment of a monthly travelling allowance as at paragraph 16.2.82 (No. 2) and loan facilities as at paragraph 16.2.58 (a) and (b); and

(ii) officers who, with the 2013 PRB Report, would have drawn a monthly salary of Rs 50100 or more, with effect from 01.01.13, 01.01.14 and 01.01.15, should continue to be eligible for 100% duty exemption on a car of up to 1500 cc/150 kW as per paragraph. 16.2.17 (No. 3), together with a monthly travelling allowance as at paragraph 16.2.82 (No. 2) and loan facilities as at paragraph 16.2.58 (a) and (b).

Recommendation 5

16.2.28 We recommend that officers eligible for duty exemption, including those eligible for once, may be allowed to purchase a car of higher engine capacity than their normal entitlement, subject to a maximum of 2250 cc OR up to 200 kW or above, provided they pay the difference in the excise duty.

16.2.29 We further recommend that the beneficiary of duty exemption on a car:

(a) proceeding on retirement would not be required to refund any excise duty provided the duty-exempted car is not sold within four years as from the date of purchase;

(b) should pay proportionate duty if the duty-exempted car is sold within four years as from the date of purchase in accordance with relevant provisions of the Excise Act;

(c) should, prior to effective retirement, have already applied for the duty exemption certificate. The certificate shall remain valid up to six months as from the effective date of retirement, unless stated otherwise;

(d) would be allowed to benefit from duty remission anew after an aggregate period of five or seven years, whichever is appropriate, as from the date of purchase of the car excluding any period of leave without pay and/or any period during which he has drawn a monthly Car Allowance in lieu of duty exemption;

(e) who has purchased a 100% duty remitted car and is subsequently promoted to a grade qualifying him for a self/chauffeur driven government official car within four years as from the date of last purchase of the car should be exempted from reimbursement of proportionate excise duty notwithstanding the provisions at paragraph (b) above;

(f) who has purchased a car of up to 2250 cc OR 200 kW or above and has paid excise duty on the difference between the car purchased and that as per his entitlement, should, if he opts to retain the car on qualifying for a car of higher engine capacity, be refunded proportionate excise duty, if any, thereon as from the date he qualifies for the higher engine capacity; and

(g) who qualifies for a higher rate of duty exemption on a car or higher engine capacity should, in the first instance, take advantage of this enhanced benefit and only after five/seven years, as appropriate, may opt for deferred renewal for higher rate of duty exemption/engine capacity.

Change in Entitlement

Recommendation 6

16.2.30 We recommend that an officer who has taken advantage of 70% duty exemption and qualifies, by virtue of salary, for 100% duty exemption on or after 01 January 2026 or purchased a 70% or 100% duty exempted car and subsequently qualifies by virtue of salary or promotion for duty exemption on a car of higher engine capacity may:

(a) claim refund of duty, if any, as from the date he is eligible for higher rate of duty exemption/higher engine capacity and retain his car up to the time he would be eligible for renewal which should be either five/seven years as from the date duty was refunded or when the car (imported second hand car) is nine years old from the date of its first registration in Mauritius, whichever is applicable; or

(b) reimburse proportionate duty and loan, if any, and take advantage of corresponding car benefits as provided at paragraph 16.2.17.

Recommendation 7

16.2.31 We recommend that:

(i) officers reckoning at least 22 years' service and in receipt of a monthly salary Rs51200 or more but who have never benefited from duty exemption for the purchase of a car would qualify, once, for 70% duty exemption on a car of engine capacity of up to 1400 cc/150 kW or 100% duty exemption on a car of engine capacity of up to 1200 cc/150 kW, provided outstanding loan, if any, is reimbursed;

(ii) officers who have never benefited from duty exemption on a car but drawing a monthly salary of Rs 77750 and those drawing a monthly salary of Rs 62350 or more in a salary scale the maximum of which is not less than Rs 86750 would be eligible, once,

(a) for the purchase of a 70% duty exempted car with engine capacity of up to 1400 cc/150 kW or a 100% duty-exempted car of engine capacity of up to 1200 cc/150 kW, subject to a maximum of Rs 250000 on the same terms and conditions as per relevant provisions at paragraphs 16.2.17(No.4) and 16.2.58, provided outstanding loan, if any, is reimbursed;

or

(b) opt for a monthly Car Allowance of Rs 2705 in lieu of duty exemption for a period of 84 months.

(iii) beneficiaries whose grades are listed at Annex II to this Chapter, as well as officers who are entitled to duty exemption as per provisions at sub paragraphs (i) and (ii) above, would be allowed to benefit from 100% duty exemption on a car on reaching salary point Rs 80000 as

per terms and conditions at paragraph 16.2.17 (No. 3) and provisions at paragraph 16.2.30;

(iv) officers who are entitled to duty exemption, including those eligible for once, would be allowed to take advantage of this benefit up to six months as from their effective date of retirement;

(v) officers who were eligible for 100% duty exemption on a car in line with provisions at paragraph 15.2.78 of the 2003 PRB Report (Volume I) would continue to be eligible, on a personal basis, for 100% duty exemption on a car and related benefits as per terms and conditions at paragraph 16.2.17 (No. 3) although not drawing a monthly salary of Rs 80000 with this Report; and

(vi) officers in grades requiring a University Degree and who have never benefited from duty exemption on a car and are drawing a monthly salary in a salary scale the maximum of which is not less than Rs 77750 and are, by nature of their duties, required on a regular basis to attend meetings/conferences outside their organisation, receive delegates, organise events/ workshops and regularly work after normal working hours should, subject to the approval of the MPSAR, be eligible once, for 70% duty exemption on a car of engine capacity of up to 1400 cc/150 kW OR 100% duty exemption on a car of engine capacity of up to 1200 cc/150 kW subject to a maximum of Rs 250,000 duty remission on the car and loan facilities as per relevant provisions at paragraph 16.2.58, provided outstanding loan, if any, is reimbursed.

16.2.32 We further recommend that officers, though less than 50 years, who have never benefitted from duty exemption on a car but drawing a monthly salary of Rs 48600 (2013 PRB Report) with effect from 01.01.15 and those drawing a monthly salary of Rs 36600 or more in a salary scale the maximum of which is not less than Rs 54600 (2013 PRB Report) with effect from 01.01.15 would be eligible, once,

(a) for the purchase of a 70% duty exempted car with engine capacity of up to 1400 cc/150 kW or 100% duty exempted car of engine capacity of up to 1200 cc/150 kW subject to a maximum of Rs 250000 on the same terms and conditions as per relevant provisions at paragraphs 16.2.17 (No. 4) and 16.2.58, except for renewal of a car, provided outstanding loan, if any, is reimbursed;

or

(b) opt for a monthly car allowance of Rs 2705 in lieu of duty exemption for a period of 84 months.

Committee on Duty Exemption

16.2.33 Individual officers in certain grades are called upon to regularly perform extensive field duties by virtue of their posting although they are not entitled to 70% or 100% duty remission. Since a car proves to be an essential tool in certain circumstances for an effective performance of duties, provision currently exists to allow these officers to benefit from duty remission up to Rs 115000, subject to the approval of the Committee on duty exemption under the Chairmanship of the Ministry of Finance.

16.2.34 We consider that this specific duty exemption scheme should continue to exist and the ceiling of duty exemption be revised. We are recommending accordingly.

Recommendation 8

16.2.35 We recommend that the Committee under the Chairmanship of the Ministry of Finance and comprising representatives of the Pay Research Bureau and the Ministry of Public Service and Administrative Reforms should look into applications for duty exemption of up to a revised ceiling of Rs 175000, from individual officers in certain grades whose postings require them to perform official travelling by car on a regular basis.

16.2.36 We further recommend that beneficiaries of Rs 175000 duty exemption should also be eligible for loan facilities for the purchase of the car on the same terms and conditions as at paragraph 16.2.58 (a) and be refunded official mileage as recommended at 16.2.82 (No. 5).

Recommendation 9

16.2.37 We recommend that officers in grades listed at Annex II to this Chapter and those qualifying for duty exemption once, as well as those entitled to 100% duty exemption on a car, should benefit from the Rs 175000 duty exemption, should the duty exemption based on 70% or 100% be less than Rs 175000.

Recommendation 10

16.2.38 We recommend that officers whose grades are listed at Annex II to this Chapter and are required to travel regularly on sloppy, rocky and uneven roads to get access to site/s of work, may, subject to the approval of their Supervising Officer, purchase of a duty-remitted 2x4 or 4x4 Double Cabin pick up in lieu of 70% or 100% duty exemption on a car as per provisions at paragraph 16.2.17 (No 4). This provision is, however, not meant for general application but for genuine cases only.

Recommendation 11

16.2.39 We recommend that Supervising Officers of Ministries/Departments should inform the Customs Department of the Mauritius Revenue Authority of the resignation of a beneficiary from service or termination of employment, other than normal retirement, for the purpose of recovery of excise duty, if any.

Duty Free Facilities to Advisers/Officers Employed on Contract

16.2.40 In general, provisions regarding duty exemption and loan facilities applicable to public officers on permanent and pensionable establishment also apply to Advisers/Officers employed on contract, save for a few exceptions. One such condition is that the latter, when availing of loan facilities for the purchase of a duty-exempted car, must furnish security to cover the full amount of the loan contracted.

16.2.41 Moreover, Advisers/Officers employed on contract can also opt for the payment of a monthly Car Allowance in lieu of duty remission. However, once the option for the Car Allowance is exercised, it remains irrevocable for the duration of the first contract, but may be reviewed upon renewal of the contract.

Recommendation 12

16.2.42 We recommend that Advisers/Officers employed on contract who opt for duty exemption on a car or a monthly Car Allowance in lieu thereof, should exercise the option at the beginning of the contract. The option for the Car Allowance, once exercised, would be irrevocable for the duration of the first contract, but may be reviewed upon its renewal.

16.2.43 We further recommend that Supervising Officers of Ministries/ Departments should ensure that the contract of employment of Advisers/Officers should explicitly state the conditions regarding reimbursement of outstanding loan and duty in case of termination of employment or expiry of contract or resignation of the officer.

Recommendation 13

16.2.44 We recommend that:

(i) Senior Advisers/Senior Officers on contract employment at a level corresponding to a Chief Technical Officer of a large Ministry or Chief Executive of a major public sector institution, or above, would be eligible for:

either

100% duty exemption on a car with engine capacity of up to 1850 cc/ 200 kW once every five years or of a higher engine capacity not exceeding 2250 cc OR up to 200 kW or above, provided they pay the difference in excise duty at paragraph 16.2.28

or

the payment of a monthly Car Allowance of Rs 11590 in lieu thereof

and

be refunded travelling expenses as at paragraph 16.2.82 (No. 2)

(ii) Advisers/Officers on contract employment drawing a monthly salary in the range of Rs 118000 and up to Rs 138000 a month would be eligible for

either

100% duty exemption on a car with engine capacity of up to 1601 cc/200 kW once every five years or a car of higher engine capacity not exceeding 2000 cc OR of 200 kW and above, provided they pay the difference in the excise duty.

or

the payment of a monthly Car Allowance of Rs 7895 in lieu thereof

and

be refunded travelling expenses as at paragraph 16.2.82 (No. 2);

(iii) Advisers/Officers on contract employment drawing a monthly salary in the range of Rs 80000 and up to Rs 114000 a month as well as Advisers employed in the capacity of professionals as mentioned at paragraph 16.2.17 (No. 3), would benefit from:

either

100% duty exemption on a car with engine capacity of up to 1500 cc/ 150 kW once every seven years or a car of higher engine capacity not exceeding 1850 cc/200 kW, provided they pay the difference in excise duty.

or

the payment of a monthly Car Allowance of Rs 4975 in lieu thereof

and

be refunded travelling expenses as at paragraph 16.2.82 (No. 2).

Advisers/Officers on Contract Employment Performing Extensive Field Duties

Recommendation 14

16.2.45 We recommend that Advisers/Officers employed on contract who are not eligible for either 70% or 100% duty exemption on a car, but who are required to perform extensive field duties may, provided they satisfy the conditions laid down for corresponding public officers and subject to the approval of the Committee chaired by the Financial Secretary, be granted

either

duty exemption of up to Rs 175000 for the purchase of a car with engine capacity of up to 1400 cc/150 kW

or

the option for the payment of a monthly Car Allowance of Rs 2705 in lieu of Rs 175000 duty exemption;

AND

be paid mileage for official travelling at appropriate rates as specified at paragraph 16.2.82 (No. 5).

Reimbursement of Excise Duty by Advisers/Officers on Contract Employment

16.2.46 As is the case for Public Officers employed on a substantive or temporary basis regarding reimbursement of excise duty as provided at paragraph 16.2.22, the same principle applies to Advisers and Officers employed on contract who benefit from duty remission. We consider that this practice should continue.

Recommendation 15

16.2.47 We recommend that:

(i) in case the contract employment of an Adviser/Officer who has taken advantage of a duty exempted car comes to an end or is terminated within four years as from the date of purchase of the duty exempted car, the Adviser/Officer on contract should reimburse duty on a *pro-rata* basis; and

(ii) an Adviser/Officer employed on contract who has taken advantage of duty exemption on a car should pay proportionate duty if the car is sold within four years as from the date of its purchase and reimburse outstanding loan, if any, in respect of the car.

Duty Free Car for a Retired Public Officer Re-Employed on Contract

Recommendation 16

16.2.48 We recommend that a retired public officer who has benefited from duty-exemption on a car and subsequently qualifies for same upon being employed on contract, should not be allowed to purchase another duty exempted car within a period of five or seven years, whichever is applicable, as from the date of first registration of the last duty-exempted car in Mauritius.

Recommendation 17

Car Allowance/Renewal of Duty-Exempted Car for Interdicted Officers Upon Reinstatement

16.2.49 We recommend that interdicted officers who, prior to their interdiction, were being paid a monthly Car Allowance in lieu of duty exemption, should upon their reinstatement, be refunded same for the period during which they were interdicted.

16.2.50 We also recommend that interdicted officers should be allowed to renew their duty-exempted car, if eligible, after a period of seven or five years, whichever applicable, inclusive of the period during which they were interdicted.

Duty Exemption on Autocycle/Motorcycle

16.2.51 Certain employees performing field duties are required to travel to different sites of work during the day. The grades of these employees are listed in Annex III such that they are presently eligible for loan facilities to purchase an autocycle or motorcycle of up to 125 cc or an electric autocycle/motorcycle. We are reviewing upward the maximum engine capacity to 300 cc.

Online Application for Duty Free Certificate

16.2.52 The Customs Department of the MRA has, since 2022, introduced an e-duty free platform whereby public officers eligible for the purchase of a duty remitted car can apply for their Duty-Free Certificate. However, we have been apprised that only a few public officers have so far resorted to this online service.

16.2.53 Considering that Government is focussing on the digitalisation of public services to boost the concept of a paperless office and to enable a faster processing of applications, **we hold that eligible Public Officers of Ministries/Departments/Organisations should make use of the e-duty free platform of the MRA for the submission of their application for duty remission. We further consider that the HR personnel of the different Ministries/ Departments/Organisations should inform eligible officers about the existence of the online service.**

Section II – Motor Vehicle, Autocycle/Motor Cycle and Bicycle Loans

16.2.54 As per existing provisions, Public Officers are eligible for loan facilities, category-wise, to purchase motor cars, autocycles, motorcycles, and bicycles. Eligibility is determined, among others, on the basis of entitlement to duty remission, salary level and the requirement to undertake official travelling or attend duty at times when public transport is unavailable.

16.2.55 Over the years, the interest rate applicable on loans on the different means of transport has been progressively reviewed to enhance affordability in line with Government's broad objective. In this perspective, we recommended in the last Report for a preferential rate of interest to be applicable on loans to purchase an electric car or electric motorcycle.

16.2.56 Following examination of the representations made by Federations and the MPSAR, including a request to reduce the renewal period of loan facilities; and consultations held with relevant stakeholders, the Bureau considers that the existing provisions are appropriate, except for some, where minor amendments or improvements have been brought. Moreover, the consideration for the use of greener technologies as advocated by Government has been upheld and the rate of interest on loans has been maintained further to consultations with the Ministry of Finance. These have been provided in the ensuing paragraphs.

Recommendation 18

16.2.57 We recommend that:

(i) the interest on loan for the purchase of a motor vehicle, motorcycle, autocycle, and bicycle should continue to be at the rate of 3% per annum; and

(ii) notwithstanding the above, the rate of interest applicable on loans for the purchase of an electric car/electric motorcycle should be at 1% per annum.

Recommendation 19

16.2.58 We also recommend that:

(a) subject to the provisions at sub-paragraph (b) below, officers who are eligible for 70% or 100% duty remission, may be granted loan facilities of up to 21 months' salary, repayable in 84 monthly instalments in respect of a first purchase of a duty-exempted car

or

a maximum loan equivalent to 15 months' salary, repayable in 60 monthly instalments for a subsequent purchase, whichever is applicable;

(b) officers drawing a monthly salary in the range of Rs 114000 and up to Rs 138000, except Accounting and/or Responsible Officers drawing a monthly salary of Rs 138000, would be eligible for loan facilities of up to 18 months' salary repayable in 60 monthly instalments

or

a maximum loan equivalent to 15 months' salary repayable in 48 monthly instalments for a subsequent purchase, whichever is applicable;

(c) officers who opt for a monthly car allowance in lieu of 70% or 100% duty exemption, may be granted loan facilities as per relevant provisions at sub paragraphs (a) and (b) above for the purchase of a car on which duty is not exempted;

(d) officers, as at sub paragraph (c) above, would be eligible anew for loan facilities to purchase a duty-exempted car after five or seven years, as appropriate, have elapsed from the date they last took advantage of loan facilities;

(e) officers qualifying for duty exemption of up to Rs 175000 as per paragraph 16.2.35 would be eligible for loan facilities on the same terms and conditions as specified at sub paragraph (a) above;

(f) officers eligible for travel grant but not for duty exemption, would be entitled to loan facilities for the purchase of a car of up to eight years old on which duty is not exempted;

(g) individual officers, irrespective of their grades, who are not entitled to any duty exemption but are required to perform official travelling by car on a regular basis may, subject to the approval of their Supervising Officer, be granted loan facilities for the purchase of a car of up to eight years old on which duty is not exempted;

(h) individual officers drawing a monthly salary of Rs 49000 but less than Rs 60600, who are required to attend duty regularly at hours when public and/or official transport is unavailable may, subject to the approval of their Supervising Officer, be granted loan facilities for the purchase of a car of up to eight years old on which duty is not exempted;

(i) officers specified at sub paragraphs (f), (g) and (h) above would be eligible anew for loan facilities to purchase a car of up to eight years old on which duty is not exempted, after seven years have elapsed from the date of the purchase or when the car has reached 11 years

as from the date of its first registration in Mauritius, whichever is earlier, provided that any outstanding loan is cleared.

(j) loan facilities to be granted to the officers concerned with sub paragraphs (f), (g) and (h) for the first and subsequent purchases should be on the same terms and conditions as specified at sub paragraph (a) above;

(k) beneficiaries who have benefited from loan facilities for the purchase of a car/motorcycle/autocycle/bicycle, either for the first time or for renewal, and fail to produce documentary evidence of the purchase, should reimburse the full amount of the loan, together with the interest accrued thereon, by a date to be determined by the Accountant-General; and would forego the privilege of the grant of another loan until the time they would qualify anew after the prescribed renewal period. In case of default, the officer would no longer be granted loan facilities; and

(l) officers who have availed of loan facilities for the purchase of a car of up to eight years old on which duty is not exempted, may be required to make provision for their own transport arrangements for the performance of official travelling and may not be allowed to use the organisation's vehicle.

Loan Facilities and Duty Exemption

16.2.59 During consultations, the Accountant-General apprised the Bureau on an implementation issue regarding eligible officers who do not take advantage of loan facilities for the purchase of a duty-exempted car, but subsequently apply for same at a later stage. He viewed that a time frame should be set to avail of the loan facilities as from the date of purchase of the car. We consider the point raised valid and are making an appropriate recommendation to that end.

Recommendation 20

16.2.60 We recommend that a beneficiary who does not take advantage of loan facilities when purchasing a duty-exempted car, would be eligible for such facilities, provided application for same is made within a period of one year as from the date of purchase of the duty-exempted car. The amount of loan would be determined by the Accountant-General on a *pro-rata* basis, reimbursable in monthly instalments within a period of five or seven years, as appropriate, as from the date of purchase of the car.

16.2.61 The above provision should also apply to beneficiaries eligible for loan facilities for the purchase of a car of up to eight years old on which duty is not exempted.

Loan Facilities to purchase Autocycle/Motorcycle

16.2.62 Certain categories of officers who are required to perform extensive travelling and whose grades are listed at Annex III to this Chapter are presently eligible for loan facilities to purchase an autocycle/motorcycle with engine capacity of up to 125 cc. The loan amount is equivalent to the price of the autocycle/motorcycle or 15 months' salary, whichever is lower, and is repayable in 84 monthly instalments.

16.2.63 These beneficiaries may avail of loan facilities for subsequent purchases after seven years as from the date of the last purchase of the autocycle/motorcycle. In addition, officers drawing a monthly salary of Rs 32350 and above or a salary in a scale the minimum of which is not less than Rs 19525 are eligible for loan facilities to purchase a car of up to eight years' old on which duty is not exempted.

16.2.64 Based on the prevailing excise duty policy on such vehicles, we are improving the existing provisions relating thereto.

Recommendation 21

16.2.65 We recommend that:

(a) officers whose grades are listed at Annex III to this Chapter should benefit from loan facilities for the purchase of an autocycle/motorcycle with engine capacity of up to 300 cc once every seven years;

(b) the loan amount should be equivalent to the price of the autocycle/motorcycle or 15 months' salary, whichever is lower, and should be repayable in 84 monthly instalments; and

(c) such beneficiaries would be able to avail of loan facilities for the purchase of autocycle/motorcycle only after a period of seven years as from the date of their last purchase, under the same terms and conditions as for their first purchase.

Recommendation 22

16.2.66 We further recommend that:

(a) officers whose grades are listed at Annex III to this Chapter and who are drawing either a monthly salary of Rs 43020 and above or a salary in a scale the minimum of which is not less than Rs 28865, would be eligible for loan facilities to purchase a car of up to eight years old on the same terms and conditions as per paragraph 16.2.58 (g) and (j);

(b) officers whose grades are listed at Annex III to this Chapter and who are drawing either a monthly salary of Rs 21750 and above (2013 PRB Report) with effect from 01.01.13, 01.01.14 and 01.01.15 or a monthly salary in the scale the minimum of which is not less than Rs 14000 (2013 PRB Report) with effect from 01.01.13, 01.01.14 and 01.01.15 would be eligible for loan facilities to purchase a car of up to eight years old on the same terms and conditions as at paragraph 16.2.58 (g) and (j);and

(c) officers at (a) and (b) above would be eligible for refund of mileage and renewal of loan facilities as per provisions at paragraphs 16.2.82 (No. 5) and 16.2.58 (i) and (j) respectively and would not be entitled to any duty exemption on the car.

Loan Facilities to purchase Autocycle/Motorcycle to officers whose grades are not listed at Annex III

16.2.67 At present, provisions exist for certain individual officers to benefit from loan facilities for the purchase of an autocycle/motorcycle, subject to approval of their Supervising Officers, though their grades are not listed under Annex III of this Chapter. The rationale of this provision is that these officers are either required to attend duty at hours where neither public transport nor official transport is available or they have to attend different sites of work on the same day in the performance of their duties.

16.2.68 The above benefit also applies to Tradesmen who are required to remain "on-call" to attend to emergencies after normal working hours, during Weekends and Public Holidays.

16.2.69 These provisions are being maintained.

Recommendation 23

16.2.70 We recommend that, subject to the approval of their respective Supervising Officer:

(a) individual officers who are drawing salary in a scale the maximum of which is not less than Rs 37290 a month and required to attend duty on a regular basis at such time when public and/or official transport is not available, as well as officers who have to attend different sites of work on the same day in the performance of their duties, may be granted loan facilities for the purchase of an autocycle or motorcycle with engine capacity of up to 300 cc or an electric autocycle/motorcycle as per the terms and conditions specified at paragraphs 16.2.57 and 16.2.65(b) and (c); and

(b) Tradesmen who are required to be 'On-Call' to attend to emergencies after normal working hours, during Weekends and Public Holidays may be granted loan facilities to purchase an autocycle or motorcycle with engine capacity of up to 300 cc or an electric motorcycle/autocycle, as per the terms and conditions specified at paragraphs 16.2.57 and 16.2.65(b) and (c), repayable in 84 monthly instalments. Such employees should use their autocycle or motorcycle to attend to emergencies while "On-Call".

Bicycle Loans

16.2.71 Officers who require a bicycle for the performance of their duties are eligible, every seven years, for loan facilities to purchase same. The loan amount is equivalent to the price of the bicycle, and is repayable in 84 monthly instalments. This provision is being maintained.

Recommendation 24

16.2.72 We recommend that officers who use a bicycle for official travelling should be granted loan facilities for its purchase once every seven years. The loan amount should be equivalent to the prevailing market price of the bicycle and be repayable in 84 monthly instalments.

Loan Facilities to Officers/Advisers on Contract for the Purchase of a Car

16.2.73 Officers/Advisers employed on contract, including expatriates, are eligible for loan facilities in line with what obtains for their counterparts serving in a substantive capacity at the corresponding level, subject to the provision of a bank guarantee. The requirement of a bank guarantee, however, does not apply to Advisers/contract officers drawing a government pension.

16.2.74 Where a bank guarantee cannot be provided, the officers are granted loan facilities equivalent to 12 months' salary, subject to certain conditions. They are also allowed to draw their gratuity provided they reimburse any outstanding loan on termination or expiry of their contract.

16.2.75 The existing provisions with regard to the above are being reiterated.

Recommendation 25

16.2.76 We recommend that expatriates and Advisers/Officers of Mauritian nationality employed on a contractual basis:

(i) may be granted loan facilities in accordance with what obtains for officers in corresponding grades or salary levels in the Civil Service, subject to the production of a bank guarantee covering the full amount of the loan; and

(ii) who cannot subscribe to a bank guarantee covering the full amount of loan to which they are entitled to, may, by virtue of their position, be granted loan facilities up to a maximum of 12 months' salary repayable in 48 monthly instalments subject to the condition that they are legally bound to reimburse forthwith, the outstanding loan on termination or expiry of contract.

16.2.77 We further recommend that Advisers/Officers of Mauritian nationality employed on a contractual basis:

(i) drawing a retirement pension from the Government may avail of loan facilities as per sub-paragraph (i) above, without a bank guarantee;

(ii) who have already availed of loan facilities without subscribing to a bank guarantee, would be allowed to draw their gratuity subject to the condition that they are legally bound to reimburse any outstanding loan on termination or expiry of contract; and

(iii) who have taken advantage of loan facilities from the Treasury and/or benefited from duty exemption should reimburse the outstanding loan and proportionate duty, if any, within a month as from the date the contract comes to expiry or is terminated.

Section III – Travelling Allowances, Travel Grant and Refund of Travelling Expenses

16.2.78 Officers are paid an allowance as an assistance with respect to costs incurred in using their own transport for official travelling. Same is in the form of a Travelling Allowance or Travel Grant or refund of mileage run for official travelling or Commuted Allowance or refund of bus fares depending on the officers' eligibility. Several components are considered in arriving at the quantum/rate of the allowance payable, comprising, *inter alia*, the price of petrol and running costs. Since such components are subject to an evolution over time, the quantum/rate thereof are recomputed in the wake of a review exercise.

16.2.79 For this Report, the re-computation exercise has been quite tedious given the significant changes brought by the Government with several measures impacting heavily on the associated costs. These measures consist of an increase in excise duty on conventional cars and the imposition of duty on hybrid and electric ones, with the end of the rebate scheme (Rs 200,000 on electric cars at source), an increase in registration and road tax. Moreover, with the increase in the price of vehicles, the insurance cost has also risen. Furthermore, the overall increase in prices of almost all commodities, also concerns the different parts of a vehicle which require renewing at some regular intervals.

16.2.80 Notwithstanding the above, while re-computing the running costs with respect to each type of vehicle, we consider it more appropriate to provide a single rate/quantum irrespective of the type of car being used by the officer. Therefore, we have revised the existing rates and allowances. The revised quanta also comprise the 10% increase subject to a maximum of Rs 2000 as per the Circular Note No. 28 of 2022 of the MPSAR, with effect from 01 July 2022 owing to an unexpected significant rise in the price of fuel worldwide. Additionally, we have incorporated a safety buffer to account for any further potential variation in the cost of these components, which could ultimately impact on the rate/quantum of these allowances.

16.2.81 As has always been the case, the most economical route must be considered for all claims related to travelling allowances, except where otherwise stated.

Travelling Allowances/Mileage Rates

Recommendation 26

16.2.82 We recommend that the monthly Travelling Allowances as well as mileage rates payable to eligible officers be revised as the following Table:

No.	Category of Officers	Travelling Allowances/Mileage Rates
1.	**Officers drawing a monthly basic salary of Rs 122000 or more and eligible for 100% duty exemption on a car of up to 1850 cc/200 kW, excluding beneficiaries of self/chauffeur-driven car.**	**A monthly fixed cost allowance of Rs 2830 and a monthly Travelling Allowance of Rs 15180** **OR** **refund of mileage at the rate of Rs 9.05, subject to the approval of the Supervising Officer, together with a monthly Commuted Allowance of Rs 3750, provided the officers perform official travelling during that month.**
2.	**(i) Officers drawing a monthly basic salary of Rs 80000 but less than Rs 122000;** **(ii) Officers whose grades are mentioned at paragraph 16.2.17 (No. 3)) who are eligible for 100% duty exemption for the purchase of a car; and** **(iii) Officers drawing a monthly salary of Rs 67900 and above in a scale the maximum of which is not less than Rs 97000.**	**A monthly Travelling Allowance of Rs 15180** **OR** **refund of mileage at the rate of Rs 9.05, subject to the approval of the Supervising Officer, together with a monthly Commuted Allowance of Rs 3750, provided the officers perform official travelling during that month.**
3.	**Officers drawing a monthly basic salary of Rs 60600 and up to Rs 77750 and who are not eligible for 100% duty exemption but own a car.**	**A monthly Travel Grant of Rs 9775** **OR** **refund of mileage at the rate of Rs 9.05, subject to the approval of the Supervising Officer, together with a monthly Commuted Allowance of Rs 3750 for performing official travelling during the month.**
4.	**Officers drawing a monthly basic salary of Rs 57400 and Rs 58850 as well as those not owning a car but drawing a monthly basic salary of Rs 60600 or more and who are not**	**A monthly Travelling Allowance of Rs 3060** **OR**

No.	Category of Officers	Travelling Allowances/Mileage Rates
	in receipt of a Travel Grant or Travelling/Petrol Allowance.	**refund of bus fares, whichever is higher.**
5.	**Officers performing official travelling by car but not eligible for Travel Grant /Travelling Allowance.**	**(i) Refund of mileage for official travelling at the rate of Rs 14.50 per km for the first 800 km.** **(ii) Rs 9.05 per km for mileage in excess of 800 km.** **(iii) Rs 9.05 per km for distance which is not considered as official mileage (from residence to office) on days on which officers are required to carry out field duties.**
6.	**Officers performing official travelling by motorcycle.**	**(i) Refund of mileage for official travelling at the rate of Rs 4.70 per km.** **(ii) Rs 3.35 per km for distance not considered as official travelling (from residence to office) on days on which officers are required to carry out field duties or refund of travelling by bus, whichever is higher.**
7.	**Officers performing official travelling by autocycle.**	**(i) Refund of mileage for official travelling at the rate of Rs 3.85 per km.** **(ii) Rs 2.60 per km for distance not considered as official travelling (from residence to office) on days on which the officers are required to carry out field duties or refund of travelling by bus, whichever is higher.**

Recommendation 27

16.2.83 We recommend that:

(i) Officers eligible for Travel Grant of Rs 9775 or Travelling Allowance of Rs 15180 or refund of mileage as per No. 5 in the above table, may claim same on a double cabin pickup vehicle, provided that it is registered as a private vehicle.

(ii) Officers eligible for a Travel Grant of Rs 9775 or Travelling Allowance of Rs 15180 and who during a whole calendar month were on approved leave with pay either locally or abroad or on study leave with pay or on official mission or on school holidays during which attendance at work has not been required, would be eligible for a monthly Commuted Allowance of Rs 3855 or Rs 5415 respectively.

(iii) Officers specified at (No. 2) and (No. 3) in the Table at paragraph 16.2.82 are under no obligation to attend office by car on days they are not required to perform official travelling, but would have to make their own arrangements to return home.

16.2.84 We further recommend the payment of a monthly travelling allowance of Rs 3060 or refund of bus fares, whichever is higher, to officers drawing a monthly salary of Rs 33000 (2013 PRB Report) and Rs 34200 (2013 PRB Report) with effect from 01.01.13, 01.01.14 and 01.01.15 as well as those drawing a monthly salary of Rs 35400 or more (2013 PRB Report) with effect from 01.01.13, 01.01.14 and 01.01.15 and who are not in receipt of a Travel Grant or Travelling/Petrol Allowance.

16.2.85 We also recommend that officers performing field duties and not eligible for travel grant or travelling allowance should be refunded bus fares for attending office on days on which they are not required to perform official travelling.

Claim for Travel Grant/Travelling Allowance/Mileage Allowance

16.2.86 As per existing provision, eligible officers are allowed to claim Travel Grant, Travelling Allowance or refund of mileage on a car owned by their parents or spouse as long as no two persons are claiming the said benefit on the same vehicle. Further to representations made, we have re-examined the whole issue and consider that for the sake of equity and fairness, there is need to revisit this provision. In the same vein, we are also discontinuing the current practice of allowing officers who do not own a duty-exempted car but eligible for Travel Grant/Travelling Allowance/Mileage Allowance to claim same on a Dual-Purpose vehicle registered in their name and subject to the approval of their Supervising Officer.

Recommendation 28

16.2.87 We recommend that officers who are eligible for a Travel Grant of Rs 9775 or Travelling Allowance of Rs 15180 or Mileage Allowance as specified at No. 5 in the Table at paragraph 16.2.82 and who do not own a car or double cabin pick up vehicle, may claim same on a car/double cabin pickup vehicle owned by their father/mother/spouse, provided that no two persons are claiming Travelling Allowance/Travel Grant/Mileage Allowance on the same car/double cabin pickup vehicle.

16.2.88 We also recommend that officers who do not own a duty-exempted car and who, as at 31 December 2025, were claiming Travel Grant or Travelling Allowance or Mileage Allowance on a Dual-Purpose vehicle registered in their name, should be allowed to claim same on a personal basis.

Refund of Travelling Expenses to Advisers/Officers on Contract

Recommendation 29

16.2.89 We recommend that Advisers/Officers employed on contract should be governed by provisions at (No. 1) to (No. 5) in the Table at paragraph 16.2.82 in respect of refund of Travelling and Mileage Allowances, based on their corresponding levels.

Refund of Mileage to Officers Performing Official Travelling by Car and Entitled to a Travelling Allowance/Travel Grant

16.2.90 Provision exists for officers who are entitled to a monthly Travel Grant or Travelling Allowance but who, by the nature of their work are required to perform field duties, to be allowed to opt for the payment of a monthly Commuted Allowance together with refund of mileage at approved rates, in lieu of the Travel Grant or Travelling Allowance, subject to the approval of the Supervising Officer. Same is being reiterated.

Recommendation 30

16.2.91 We recommend that officers eligible for either a monthly Travelling Allowance of Rs 15180 or a Travel Grant of Rs 9775, may, subject to the approval of the Supervising Officer, opt for the payment of a monthly Commuted Allowance of Rs 3750 and refund of Mileage Allowance at the rate of Rs 9.05 per km in lieu of the Travelling Allowance/Travel Grant, provided they perform official travelling in that month.

Travelling Benefits during Pre-Retirement Leave

16.2.92 The travelling and car benefits of officers proceeding on pre-retirement leave are laid down in the ensuing paragraphs.

Recommendation 31

16.2.93 We recommend that officers who are entitled to a monthly Travelling Allowance of Rs 15180 or Travel Grant of Rs 9775 should be paid a monthly Commuted Allowance of Rs 5415 or Rs 3855 or respectively during their pre-retirement leave, although they do not attend duty at all in a month.

16.2.94 We also recommend that officers concerned with (No. 1) to (No. 4) of the Table at paragraph 16.2.17 and who are in receipt of a monthly Car Allowance in lieu of duty exemption should continue to be paid same during their pre-retirement leave.

Travelling Benefits for Interdicted Officers upon Reinstatement

16.2.95 As per existing provision, interdicted officers, prior to their interdiction, were eligible for a Travelling Allowance or Travel Grant are not paid same during their interdiction period. However, upon their reinstatement to their substantive positions, they are refunded a monthly Commuted Allowance. We are reiterating these provisions.

Recommendation 32

16.2.96 We recommend that interdicted officers who, prior to their interdiction were entitled to either a monthly Travel Grant of Rs 9775 or Travelling Allowance of Rs 15180 should, upon their reinstatement, be paid a monthly Commuted Allowance of either Rs 3855 or Rs 5415 respectively, depending on their entitlement, for the period during which they were interdicted, provided that they owned a car during the interdiction period.

Adjustment in the Refund of Official Travelling Expenses on a Financial Year Basis

16.2.97 Officers who, by virtue of their work are required to perform official traveling by car, are currently paid a Mileage Allowance at a rate of Rs 11.65 per km, comprising fixed and variable costs, for the first 800 km and Rs 7.25 per km, comprising variable cost only for distance covered in excess of 800 km on a monthly basis.

16.2.98 However, the actual distance covered in a particular month may be subject to variations depending on the extent of field work conducted. To account for such variations, the moreso two different rates apply with a cut point at 800 km per month, a readjustment in the refund of travelling expenses is carried out at the end of each financial year, based on a maximum of 9600 km over a period of twelve months.

16.2.99 The above provision is also applicable to certain officers who, owing to the nature of their work, are required to perform official travelling only during a specific time of the year for a duration of five or more months during that year and to eligible officers proceeding on leave with or without pay for a period

exceeding three months. The officers are thus provided with an assistance to meet the fixed costs incurred in respect of their car over the financial year.

16.2.100 Since these provisions are still valid, they are being maintained.

Recommendation 33

16.2.101 We recommend that:

(i) the refund of official mileage based on the aggregate distance travelled by field officers in any financial year should be recomputed at the rate of Rs 14.50 per km for up to a maximum of 9600 km and Rs 9.05 for distance in excess of 9600 km and reimbursement, if any, should be made to eligible officers; and

(ii) the provisions at sub paragraph (i) above should also be applicable to eligible officers who are required to travel for five or more months every year during a specific period owing to the nature of their work.

16.2.102 We further recommend that provisions made at sub paragraph (i) above should apply on a *pro-rata* basis in respect of eligible officers proceeding on leave with or without pay for a period exceeding three months.

Refund of Travelling Expenses by Bus

16.2.103 At present:

(i) Officers who travel by bus for a distance of not less than 1.6 kilometers to attend work are entitled to the full refund of their travelling expenses incurred from their residence to office and back;

(ii) Officers on the permanent and pensionable establishment are refunded travelling expenses on a monthly basis as follows:

(a) 20 days for those working on a five-day week basis; and

(b) 24 days for those working on a six-day week basis.

(iii) Educators Primary Sector and Educators Secondary Sector are refunded travelling expenses by bus at a rate of 16 days and 15 days a month respectively;

(iv) The total expenses incurred in travelling should be refunded to officers serving in a temporary capacity or to officers working on shift/roster. Nonetheless, for administrative convenience, Supervising Officers may, subject to the approval of the MPSAR, work out an appropriate mode of refund of travelling expenses on a monthly basis, for employees of these categories; and

(v) Officers are refunded*, in toto*, the amount of bus fares incurred in performing official travelling by bus.

16.2.104 We consider the above provisions still valid and are, therefore, reiterating them.

Recommendation 34

16.2.105 We recommend that the existing provisions regarding refund of travelling expenses to employees attending duty by bus and for official travelling, as mentioned at paragraph 16.2.103, should be maintained.

16.2.106 We further recommend that officers who are required to stay late in office in the evening, owing to operational needs, may be refunded travelling expenses on an alternative route due to security reasons, subject to the approval of the Supervising Officer.

Request from the Ministry of Finance

16.2.107 The Ministry of Finance made a request for officers who benefit from free travel to no longer be refunded bus fares, as it involves a double payment on the part of Government. The Ministry, therefore views that such practice is inappropriate and should discontinue. The Bureau has, thus, been requested to look into the matter. **Same has been dealt with in Chapter 21 of this Volume.**

Refund of Bus Fares to Public Officers with Disabilities

16.2.108 Employees suffering from foot/leg/limb disabilities may encounter difficulties in walking from their residence to office and back, even if the distance is less 1.6 km. Specific provisions exist to alleviate their hardship to some extent. These are being maintained.

Recommendation 35

16.2.109 We recommend that, subject to the approval of their Supervising Officer, officers who suffer from foot/leg/limb disabilities and who travel by bus, should be refunded bus fares from residence to office and back, even if the distance is less than 1.6 km.

16.2.110 We also recommend that an officer may, though not suffering from a physical disability, be eligible on a case-to-case basis, for the provision made in the preceding paragraph, if he encounters more or less the same sort of difficulties to attend duty and back by bus, subject to the approval of the MPSAR and production of a medical certificate issued by a Government Medical Officer.

Attending Duty by other Means of Transport

16.2.111 Presently, some officers who are eligible for the refund of bus fares prefer to make use of their own means of transport to attend duty against payment of a monthly travelling allowance of Rs 500 or the amount representing refund of bus fares for attending work during the month, whichever is the higher. We are revising the quantum payable.

Recommendation 36

16.2.112 We recommend that officers who use their own means of transport to attend duty should be paid a monthly travelling allowance of Rs 575 or the amount of bus fares which he would have been refunded for attending work during the month, whichever is higher.

Bicycle Allowance

16.2.113 Some officers use their bicycle to perform official travelling. These officers are currently being paid a monthly allowance of Rs 300 and an additional amount of Rs 140 monthly, in case they use their bicycle on bad roads. We are reviewing both quanta.

Recommendation 37

16.2.114 We recommend that officers performing official travelling on bicycle should be paid:

(i) a revised monthly allowance of Rs 345; and

(ii) an additional monthly amount of Rs 160 in the event they use their bicycle on bad roads.

Walking Allowance

16.2.115 In view of the inaccessibility by vehicles to certain sites of work, some officers are required to walk rather long distances during the performance of their duties. In this respect, they are presently paid a monthly Walking Allowance of Rs 300. We are maintaining the allowance, while revising its quantum.

Recommendation 38

16.2.116 We recommend that officers whose site(s) of work is/are inaccessible by vehicles and who in turn are required to walk long distances in the performance of their duties, should be paid a monthly Walking Allowance at a revised rate of Rs 345.

Section IV – Government Official Car Scheme

16.2.117 The Government Official Car scheme exists for senior officials drawing a salary of Rs119500 and above. The benefits related thereto comprise, among others, the grant of a Government official car or a 100% duty-remitted car, along with the payment of a Fuel Allowance or Car Energy Allowance, whichever applicable, a Car Allowance in lieu of the official car, a Driver's Allowance or services of a Driver. While the officers are allowed to purchase a car of up to a prescribed ceiling value, as determined by the High Powered Committee (HPC), the car should be of a maximum engine capacity of 2000 cc if fuel-propelled or hybrid. As regards, the engine capacity of an electric car, no ceiling is applicable.

16.2.118 Officers who have opted for 100% duty remission may purchase a car of a higher engine capacity provided they pay the excess duty. Likewise, if they want to purchase a car above their prescribed ceiling, they are able to do so on the condition that they top up the excess amount and same should not be more than 50% of the prescribed ceiling.

16.2.119 Generally, the existing provisions have been maintained except in a few cases where the decisions of the HPC have been reflected or in certain instances reviewed to facilitate implementation. We have also provided for a maximum engine capacity in respect of electric cars. The different allowances as well as the ceiling value of the official car for the different categories of officers are revised by the HPC in the wake of an overall/review exercise.

16.2.120 Since the scheme is still valid, we are providing the different recommendations relating thereto in the ensuing paragraphs.

Recommendation 39

16.2.121 We recommend that:

(i) Judges and officers drawing a monthly salary of Rs 150000 and above should be entitled to

either

a Government official car within the prescribed ceiling value, for official use as well as for personal purposes together with the payment of a monthly Fuel Allowance or Car Energy Allowance for plug-in hybrid Cars or Electric Vehicles, whichever applicable, and a Driver's Allowance or the services of a driver, wherever applicable, as may be determined by the High Powered Committee (HPC)

or

the payment of a monthly Car Allowance in lieu of the Government official car together with a monthly Fuel Allowance and a Driver's Allowance, as may be determined by the HPC and 100% duty exemption for the purchase of a car subject to a maximum engine capacity of 2000 cc OR up to 200 kW or above, together with loan facilities up to the corresponding ceiling value reimbursable in 60 monthly instalments.

(ii) notwithstanding the above, Accounting and/or Responsible Officers drawing a monthly basic salary of Rs 138000 but less than Rs 150000 should be entitled to

either

a self-driven Government official car within the prescribed ceiling value for official use, as well as for personal purposes, together with the payment of a monthly Fuel Allowance or Car Energy Allowance for plug-in hybrid cars or electric vehicles, whichever applicable, as may be determined by the HPC,

or

the payment of a monthly Car Allowance in lieu of the official car together with a monthly Fuel Allowance as may be determined by the HPC and 100% duty exemption for the purchase of a car, subject to a maximum engine capacity of 1850 cc/200 kW, together with loan facilities up to the corresponding ceiling value, reimbursable in 60 monthly instalments.

Recommendation 40

16.2.122 We also recommend that:

(i) eligible officers who opt for a Government official car in lieu of the monthly Car Allowance should, in the first instance, be allocated a car of less than five years old from the pool, if available, or a new car within the prescribed ceiling value, subject to availability of funds;

(ii) an officer opting for duty exemption may be allowed to purchase a car of a higher engine capacity than his normal entitlement, subject to a maximum engine capacity of 2250 cc OR 200 kW or above, provided he pays the difference in the excise duty;

(iii) an eligible officer who has opted for an official car would not be allowed to rescind that option until the next renewal date of the official car;

(iv) beneficiaries of Government official car who have been allocated an official car should be paid a monthly Fuel Allowance when the car is a fuel-propelled or hybrid one or a Car Energy Allowance for plug-in hybrid or electric car, whichever applicable, as may be determined by the HPC;

(v) the monthly Car Allowance in lieu of the Government official car should be paid as from the date of application; and

(vi) Fuel Allowance or Car Energy Allowance and Driver's Allowance, where applicable, should be paid as from the date of eligibility.

16.2.123 We further recommend that officers who are governed by provisions made at paragraph 16.2.121 and who:

(i) opt for the payment of a monthly Car Allowance together with 100% duty-remission on a car, in lieu of the official car:

(a) would be able to take advantage of the duty exemption and loan facilities subject, to reimbursing any outstanding car loan for a previous purchase and refunding any excise duty, in the event the duty remitted car purchased previously is less than four years;

(b) would not be entitled to an additional allowance in lieu of the duty-remission, should he opt not to avail of a Government official car or a 100% duty exempted car; and

(ii) have purchased a duty-remitted car and subsequently wish to renew same after a period of five years, should be granted loan facilities up to a maximum of 15 months' salary at an interest rate as per paragraph 16.2.57, refundable in 48 monthly instalments.

Recommendation 41

16.2.124 We recommend that provisions regarding other benefits related to chauffeur-driven/self-driven Government cars such as Fuel/Car Energy Allowance, services of a driver and the monetary value for private use of car for pension purposes should be looked into by the HPC.

Renewal Period for Government Official Car

16.2.125 The renewal period for Government official car (self-driven/chauffeur-driven car) is five years, while for Judges and officers at this level and above, it is every four years. We are maintaining this provision.

Recommendation 42

16.2.126 We recommend that:

(i) the renewal period of Government official cars should be five years, except for Judges and Officers at this level and above;

(ii) Judges and Officers at this level and above should be allowed to renew their Government official cars every four years; and

(iii) beneficiaries who have been allocated an official car from the pool should be allowed, prior to the renewal period of this benefit, to replace the car on its reaching five years as from the date of its first registration, by another car of less than five years from the pool, if available.

Top Up on the Ceiling Value

16.2.127 Presently, beneficiaries of Government official car are allowed to top up the difference between the price of the duty remitted car and their corresponding ceiling value up to a maximum of 50% of the ceiling value, subject to meeting a few conditions. We are reiterating same.

Recommendation 43

16.2.128 We recommend that officers entitled to Government official cars and who wish to avail of a duty-exempted car whose price is above their corresponding prescribed ceiling value, may be allowed to top up the difference between the duty-exempted price of the car and their corresponding prescribed ceiling value up to a maximum of 50% of the ceiling value provided they:

(a) undertake to purchase the car at its normal depreciated price, at the time of retirement; and

(b) agree that, in the event the car is damaged in an accident, the Government would not bear any additional cost associated to the topping up amount.

Services of Driver/Driver's Allowance

16.2.129 Certain officers, including Chief Executives/Responsible and Accounting Officers, appointed on or after 01 January 2013 and drawing a monthly salary of Rs 119500 or more, are allowed to opt for either the services of a driver from the establishment of their organisation OR a Driver's Allowance. However, the approval of the HPC should be sought in the event these officers opt for the services of a driver on the establishment of the organisation or from an appropriate pool.

Recommendation 44

16.2.130 We recommend that:

(i) Judges and Chief Executives/Responsible and Accounting Officers of Ministries/Departments who, as at 30 June 2008, were drawing a monthly salary of Rs 47500 and above and who have been granted the services of a driver on the establishment of the organisation may continue with the prevailing arrangement or opt for the Driver's Allowance in lieu of the services of a driver; and

(ii) Officers including Chief Executives/Responsible and Accounting Officers appointed on or after 01 January 2013 and drawing salary of Rs 150000 or more are eligible for a Driver's Allowance in lieu of the services of a driver. However, subject to the approval of the HPC, such officers may be provided with the services of a driver either on the establishment of the organisation or from the appropriate pool in lieu of the allowance.

(iii) Notwithstanding the provision at sub paragraph (ii), requests from eligible officers for the provision of the services of a driver in lieu of the Driver's Allowance, should be submitted, on a case-to-case basis, to the High Powered Committee for examination and approval, taking into consideration the exigencies of their official functions and associated time commitment, among others.

16.2.131 We further recommend that Chief Executives of Local Authorities should also be entitled to the payment of a monthly Driver's Allowance.

Retention of Government Official Car while on Leave with Pay/Mission Abroad

16.2.132 As per prevailing provisions, an officer entitled to a Government official car may, while on mission abroad or Leave with Pay for a period of up to six months, either retain the responsibility of the official car or continue to be paid the monthly Car Allowance in lieu of the official car, whichever applicable. Any request for the retention of the official car or for the continued payment of a monthly Car Allowance in lieu of the official car from an officer on Leave with Pay for a period exceeding six months, is referred to the HPC for determination on a case-to-case basis. These provisions are being maintained.

Recommendation 45

16.2.133 We recommend that:

(i) officers eligible for a Government official car may, while on mission abroad or leave with pay for a period of up to six months, either retain the responsibility of the car or continue to be paid the monthly Car Allowance in lieu of the official car, whichever applicable. This recommendation should also apply to eligible officers posted to our missions abroad; and

(ii) requests from eligible officers for the retention of the Government official car or continued payment of the monthly Car Allowance in lieu of the official car while being on leave with pay for a period exceeding six months, should be looked into by the High Powered Committee on a case-to-case basis.

Duty Exemption on the Purchase of a Car for Private Use

16.2.134 Officers at the level of Permanent Secretary and above are normally required to work beyond their normal working hours to fulfill their official obligations. In such circumstance, according to these officers, their family members are deprived of the use of the official car, which is meant for both official and personal use. In this context, these officers are allowed to purchase a duty-exempted car for private use within the prescribed ceiling value, subject to the approval of the HPC.

16.2.135 While the rationale for the grant of a duty remitted car for private use is clear, the HPC noted on several occasions that requests for such benefit have been made on the verge of retirement or even when the officer had already retired.

16.2.136 In the light of the foregoing, the HPC has requested the Bureau to address this issue. We are, therefore, making an appropriate recommendation to that end.

Recommendation 46

16.2.137 We recommend that the HPC should continue to look into requests, on a case-to-case basis, from officers at the level of Permanent Secretary and above, for the purchase of a 100% duty-remitted car subject to a maximum engine capacity of 2250 cc OR 200 kW or above, for private use, along with loan facilities, over and above their present entitlement to an official car.

16.2.138 We also recommend that the renewal period for the purchase of a 100% duty remitted car for private use should be every seven years, except for Judges and Officers at this level and above, which should be every five years.

16.2.139 We further recommend that the eligible officers should submit their applications for the duty remitted car for private use at least six months prior to their compulsory or effective retirement or earlier as determined by the High Powered Committee.

Allocation of Official Car to Officers Appointed in a Temporary Capacity

16.2.140 As per existing provisions, an officer who is appointed in a temporary capacity in a position qualifying him for an official car may either opt for a Government official car from the pool, to be used for both official travelling and personal use or opt for a monthly Car Allowance in lieu of the official car. Wherever applicable, these officers may also benefit from the services of a driver from the organisation, subject to availability.

16.2.141 However, where such appointment is subject to a legal dispute before a Tribunal/Court, the officer would continue to be eligible for the travelling and car benefits associated to his substantive position pending the resolution of the dispute.

Recommendation 47

16.2.142 We recommend that officers appointed in a temporary capacity in a grade carrying the benefit of an official car should be entitled to

either

a Government/organisation car, within the prescribed ceiling value, from the pool for both official travelling and personal purposes, together with the payment of a monthly Fuel Allowance/Car Energy Allowance and depending on their eligibility, a Driver's Allowance or the services of a driver, if available

or

the payment of a monthly Car Allowance in lieu of the official car, a monthly Fuel Allowance as may be determined by the HPC, 100% duty exemption for the purchase of a car subject to a maximum engine capacity of 1850 cc/200 kW or a car subject to a maximum engine capacity of 2000 cc OR 200 kW or above, whichever applicable, as per their eligibility, together with loan facilities up to the corresponding ceiling value, reimbursable in 60 monthly instalments. Depending on their eligibility, the officers would also be entitled to the payment of a monthly Driver's Allowance, as approved by the HPC or the services of a driver, if available.

Allocation of Government Official Car to Officers Appointed in an Acting Capacity

16.2.143 At present, officers appointed in an acting capacity or assuming the duties of a higher office, should satisfy certain criteria to benefit from a Government official car and other related allowances. These provisions are being reiterated, except for a revision of the corresponding salary points.

Recommendation 48

16.2.144 We recommend that officers, appointed to act or assigned duties for a period exceeding one year, in a post carrying a monthly salary of Rs 150000 and above and for which actingship or assignment of duties is made on the basis of seniority or selection by the relevant Service Commissions or Board against vacancies or temporary vacancies which would become permanent or vice an officer in a substantive capacity who proceeds on leave with/without pay or on mission may, subject to the approval of the HPC, exceptionally be granted,

either

the use of a Government/organisation car along with the services of a driver of the organisation, if available, or a Driver's Allowance and Fuel Allowance/Car Energy Allowance, as appropriate

or

a monthly Car Allowance in lieu of the official car together with a Driver's Allowance and Fuel Allowance as appropriate.

16.2.145 We also recommend that officers appointed to act or assigned duties for a period exceeding one year in a position of an Accounting and/or Responsible Officer carrying a monthly salary of Rs 138000 but less than Rs 150000 and for which actingship or assignment of duties is made on the basis of seniority or selection by the relevant Service Commissions or Board against vacancies or temporary vacancies which would become permanent or vice an officer in a substantive capacity who proceeds on leave with pay/without pay or on mission may, subject to the approval of the HPC, exceptionally be granted,

either

the use of a Government/organisation car and Fuel Allowance/Car Energy Allowance as appropriate

or

a monthly Car Allowance in lieu of the official car and Fuel Allowance as appropriate.

16.2.146 We further recommend that:

(i) the applicability of provision at paragraph 16.2.145 above, to an officer acting in a grade carrying a monthly salary of at least Rs 150000, though not in an Accounting and/or Responsible position, should be looked into by the HPC on a case-to-case basis;

(ii) the monthly Car Allowance in lieu of the official car should be paid as from the date of application; and

(iii) the Fuel Allowance/Car Energy Allowance and Driver's Allowance, where applicable, should be paid as from the date of eligibility.

Car Benefits to Officers Assigned the Duties of Certain Positions at the level of Permanent Secretary and above

16.2.147 At present, officers assigned the duties of the post of Secretary to the President and Secretary, Public and Disciplined Forces Service Commissions and who are subsequently appointed in an acting capacity in a grade carrying the benefit of a chauffeur-driven official car may, pending their appointment in a substantive capacity, retain the official car allocated to him or benefit from a car from the pool or opt for a monthly Car Allowance in lieu of the official car. Those who opt for a Government official car may as well seek the approval of the HPC for the services of a driver or they may be paid a Driver's Allowance. These benefits are reckoned for pension purposes at the time of retirement. We are maintaining these provisions.

Recommendation 49

16.2.148 We recommend that:

(i) officers who have been assigned duties of the post of Secretary to the President or Secretary, Public and Disciplined Forces Service Commissions and who are subsequently appointed in an acting capacity in a grade carrying the benefit of a chauffeur-driven Government official car, may be allowed to retain the official car or be provided with a car from the pool pending their substantive appointment or may opt for a monthly Car Allowance in lieu of the Government official car. Such officers would also be eligible for a Driver's Allowance in lieu of the services of a driver or they may seek the approval of the High Powered Committee for the services of a driver in the event they have opted for an official car;

(ii) officers assigned the duties of the post of Secretary to the President or Secretary, Public and Disciplined Forces Service Commissions and who have opted for the payment of a monthly Car Allowance in lieu of an official car may continue to draw the allowance pending their appointment in a substantive capacity; and

(iii) officers retiring during the period of assignment of duties in the capacity of Secretary to the President or Secretary, Public and Disciplined Forces Service Commissions, would be entitled to the monetary benefits of the private use of the official car for pension purposes, even if they have opted for the payment of the Car Allowance in lieu of the official car.

Change in Entitlement

16.2.149 As per existing provisions, beneficiaries of a self-driven Government official car who subsequently qualify for a chauffeur-driven Government official car would only be eligible for a new Government official car or a car from the car pool that is less than five years old and within the specified ceiling value after five years have elapsed since the date of the purchase (first registration) of the self-driven Government official car.

16.2.150 However, it may also happen for a change in entitlement to occur for a beneficiary of a chauffeur-driven Government official car, who upon promotion becomes eligible for a car of a higher prescribed ceiling value. We are making an appropriate recommendation in respect of loan facilities in such situation.

Recommendation 50

16.2.151 We recommend that an officer who is eligible for a self-driven Government official car and subsequently qualifies for a chauffeur-driven Government official car, should be entitled for a new Government official car or a car of less than five years old from the car pool, within the prescribed ceiling value, only after five years have elapsed as from the date of purchase (first registration) of the self-driven Government official car.

16.2.152 We also recommend that beneficiaries of Government official car specified at paragraph 16.2.121 (i) who, subsequently qualify for a car of a higher prescribed ceiling value on promotion, should, upon renewal of their Government official car, be granted loan facilities up to the corresponding new higher ceiling value, reimbursable in 60 monthly instalments, provided that they reimburse any outstanding loan, if any, on the car purchased previously.

16.2.153 We further recommend that any subsequent loan should be governed by provision at paragraph 16.2.123 (ii), provided there is no change in his eligibility as regards ceiling value.

Car/Travelling Benefits during Pre-Retirement Leave

16.2.154 Beneficiaries of Government official car (chauffeur-driven/self-driven), are currently allowed to retain the car during their pre-retirement leave or continue to be paid a monthly Car Allowance in lieu of the official car. They are also entitled to the full refund of the monthly Fuel Allowance during that period. We are reiterating same.

Recommendation 51

16.2.155 We recommend that:

(i) beneficiaries of an official car (chauffeur-driven/self-driven), may during their pre-retirement leave, either retain the Government official car allocated to them or be paid a monthly Car Allowance in lieu of the official car together with the payment of a monthly Fuel Allowance;

(ii) beneficiaries of an official car who on pre-retirement leave have opted for a monthly Car Allowance in lieu of the official car would also be eligible for a Driver's Allowance in lieu of the services of a driver, where applicable; and

(iii) beneficiaries of an official car who opt for the payment of a Driver's Allowance in lieu of the services of a driver, while proceeding on pre-retirement leave, would benefit from same during that period.

Car/Travelling Benefits to Officers Proceeding on Retirement

16.2.156 The travelling and car benefits of officers proceeding on retirement should be as spelt out below.

Recommendation 52

16.2.157 We recommend that:

(i) eligible officers who opted for an official car and proceed on retirement at the age of 55 or above, may

either

purchase the official car allocated to them while in service or a car from the pool at a depreciated price as determined by the Ministry of Finance

or

purchase a new duty-free car within the prescribed ceiling value.

However, the option to purchase a car from the pool would not apply in respect of those officers who have previously exercised the option to top up the difference between the duty-exempted price of the car and their prescribed ceiling value, as per provision at paragraph 16.2.127;

(ii) officers eligible for an official car but who have opted for a monthly Car Allowance in lieu of the official car may, while retiring at the age of 55 or above,

either

purchase a car from the pool at a depreciated price as determined by the Ministry of Finance, provided they reimburse any duty or outstanding loan, if any, on the car purchased in lieu of the official car

or

purchase a new duty free car within the prescribed ceiling value.

(iii) on retiring at the age of 55 or above, the duty-free certificate issued to officers eligible for 100% duty exemption on the purchase of a car should remain valid as from the date they proceed on pre-retirement leave up to six months after their effective date of retirement.

Car and Travelling Benefits during Period of Interdiction

16.2.158 In the event a beneficiary of a Government official car is interdicted, the ensuing provisions should apply during the period of interdiction.

Recommendation 53

16.2.159 We recommend that in case of interdiction, the following should apply during the interdiction period:

(i) where the officer concerned had opted for an official car, same should be returned to the car pool/organisation and he would be eligible for the payment of the monetary value of the private use of the car on a monthly basis as determined by the HPC; and

(ii) where an officer concerned was being paid a monthly Car Allowance in lieu of the official car, prior to his interdiction, same should no longer be payable but he would be paid the monetary value of the private use of the car.

16.2.160 The interdicted officer would not be eligible for payment of a Fuel Allowance/Car Energy Allowance and Driver's Allowance, whichever applicable, during the period of interdiction.

Beneficiaries of Chauffeur-Driven Government Car Re-employed on Contract

16.2.161 An officer eligible for a chauffeur-driven Government official car, who on retiring, has purchased the official car allocated to him while in service and who is, subsequently employed on contract in a capacity which qualifies him for another Government official car or a new duty-exempted car, would be allowed to avail of a new official car or take advantage of the new duty-free car, only after five years have elapsed as from the date of first registration of the last official car. We are reiterating the existing provisions.

Recommendation 54

16.2.162 We recommend that the beneficiary of a chauffeur-driven Government car who at the time of retirement has purchased the official car allocated to him or a new duty-exempted car in lieu thereof and who is subsequently employed on contract at a level qualifying him for another official car or a new duty-exempted car in lieu thereof, may:

either

opt for an official car from the pool or purchase a new duty-exempted car in lieu thereof, and be eligible for a Fuel Allowance/Car Energy Allowance and a Driver's Allowance, where applicable

or

be paid a monthly Car Allowance in lieu of the official car together with a Fuel Allowance and a Driver's Allowance where applicable,

only after five years have elapsed as from the date he had last purchased the former official car allocated to him while in service or the duty free car in lieu thereof, at the time of retirement.

Employment on Contract against Established Post

16.2.163 Officers employed on contract in the capacity of Responsible and Accounting Officer as well as those employed in an executive capacity against established posts are eligible for certain benefits. These are reiterated below.

Recommendation 55

16.2.164 We recommend that contract officers who are appointed in a Responsible and Accounting position against established posts:

(i) may be granted the benefit of a chauffeur-driven car and/or other associated car benefits in line with the terms and conditions set at paragraph 16.2.121, as appropriate;

(ii) who opt for an official car, would be allowed to purchase the car allocated to them at the expiry of their contract, only if they have served for a continuous period of five years in that capacity; and

(iii) who opt to purchase a duty-free car in lieu of the chauffeur-driven car, would be allowed to take advantage of loan facilities subject to provisions at paragraphs 16.2.76 and 16.2.77.

16.2.165 We further recommend that officers who are appointed on contract in an executive capacity against an established post but not in a Responsible and Accounting position, may be granted the car benefits accruing to corresponding grades in the Service, save for loan facilities which should be in line with provisions at paragraphs 16.2.58, 16.2.76 and 16.2.77.

Travelling Benefits to Home-Based Staff Posted in our Missions

16.2.166 The benefits accruing to home based-staff posted in our missions are spelt out in the Chapter "Foreign Service Allowance and Other Related Allowances" of this Volume. Nevertheless, recommendations in respect of travelling benefits of this category of officers are being replicated below.

Recommendation 56

16.2.167 We recommend that home-based staff posted in our missions should be entitled to travelling facilities along the same lines as their counterparts serving in Mauritius, based on the monthly salary drawn, as hereunder:

(i) except for those drawing a monthly salary of Rs 150000 and above, home-based staff posted in our overseas missions should be granted the same travelling benefits as applicable to officers in Mauritius payable in hard currency at a fixed rate of exchange;

(ii) officers drawing a monthly salary of Rs 150000 and above, other than Ambassadors, High Commissioners and Permanent Representatives, should, on posting to a mission, be allowed to use the official car and in the event no official car is available, incumbent may be allowed to opt for the payment of a monthly Car Allowance in lieu of the official car as provided at paragraph 16.2.121(i); and

(iii) Ambassadors, High Commissioners, Permanent Representatives and officers drawing a monthly salary of Rs 150000 and above, be provided with an official car without the benefit of a driver while on leave in Mauritius. The officer could, however, be provided with the services of a driver, upon request, to attend official and related functions only.

Section V – Other Recommendations

Travel Grant and Loan Facilities for Advisers/Officers employed on Contract

16.2.168 At present, Advisers/Officers employed on contract drawing a monthly salary in the range of Rs 47675 up to Rs 62700 and who are not entitled to 100% duty-remission on a car, are paid a monthly Travel Grant of Rs 8500 in line with provisions made for public officers drawing a salary in the same range. In parallel, those employed in the capacity of registered professionals are eligible for loan facilities to purchase a 100% duty-exempted car of engine capacity up to 1500 cc and a monthly Travelling Allowance of Rs 13200, in line with what obtains for those listed under Annex I of this Chapter. We are reiterating these existing provisions while reviewing the salary range in accordance with the revised pay structure.

Recommendation 57

16.2.169 We recommend that Advisers/Officers employed on contract:

(i) who draw a monthly salary in the range of Rs 60600 and up to Rs 77750, but are not entitled to 100% duty exemption on a car, would be eligible for a monthly Travel Grant of Rs 9775 and should, whenever required, make use of their own car for official purposes; and

(ii) in the capacity of professionals as listed at Annex I to this Chapter, would be eligible for loan facilities to purchase a 100% duty-remitted car and a Travelling Allowance of Rs 15180 on the same terms and conditions as laid down at paragraphs 16.2.76, 16.2.77 and 16.2.82 No. (2).

16.2.170 We further recommend that the Supervising Officer of the Ministry/Department should apprise the Advisers/Officers on contract in writing, of the existing provisions governing reimbursement of outstanding loans at the time of offer of the contract of employment.

Reimbursement of Excise Duty by Advisers/Officers on Contract Employment

16.2.171 Advisers/Officers employed on contract who benefit from a duty-exempted car as per their contract of employment are required to reimburse proportionate duty on a *pro-rata* basis on the car purchased, in the event their contract of employment is terminated or expires within four years from the date of purchase. As per prevailing provisions, it is incumbent upon the Supervising Officer of the respective Ministry/Department to inform the Adviser/Officer in writing, at the time of offer of the conditions in force and apprise the Mauritius Revenue Authority of any termination or expiry of contract, for the purpose of recovery of excise duty.

16.2.172 Retired public officers who have benefitted from duty-remission on a car and are subsequently employed on contractual basis would not qualify for another duty-exempted car within a period of five or seven years, whichever applicable, as from the date of the last purchase of the duty-free car. In the event the car is sold within four years as from the date of its purchase, they would be required to refund proportionate duty on same in accordance with relevant provisions of the Excise Act.

Recommendation 58

16.2.173 We recommend that:

(i) (a) when the contract of employment of an Adviser/Officer who has benefited from duty-remission on the purchase of a car, is terminated or expires within four years from the date of purchase, he would be required to refund excise duty on a pro-rata basis; and

(b) in accordance with the provision at paragraph 16.2.29 (b), a contract officer who has benefited from duty-remission on the purchase of a car should reimburse proportionate duty in the event the car is sold within four years from the date of its purchase.

(ii) retired public officers who have benefited from duty exemption on a car and are subsequently employed on contract in a position that qualify them for a duty-exempted car as per their contract of employment, should be able to benefit from same only after a period of five or seven years, whichever applicable, has elapsed as from the date of his last purchase of the duty-free car.

(iii) the Supervising Officer of the Ministry/Department should apprise, in writing:

(a) the Advisers/Officers on contract of the existing provisions governing excise duty, among others, at the time of offer of the contract of employment; and

(b) the Customs Department of the Mauritius Revenue Authority of the termination and/or expiry of contract of the Adviser/Officer, for the purpose of recovery of excise duty, if any.

Other Related Provisions

Recommendation 59

16.2.174 We recommend that wherever the term "salary" has been mentioned in this Chapter, it shall be deemed to connote "basic salary".

Recommendation 60

16.2.175 We recommend that beneficiaries who would have been eligible for car benefits on 01 January 2026, but with the publication of this Report would not be eligible for same, should be granted this benefit on a personal basis.

ANNEX I

List of grades * eligible for loan to purchase a 100% duty-exempted car

CIVIL SERVICE

Accountant/Senior Accountant

Agricultural Engineer

Aids Physician

Analyst *(*Personal to ex-Financial and Management Analyst as at 30.06.08)

Architect/Senior Architect

Assistant Accountant General

Assistant Curator of Vacant Estates

Assistant Legal Secretary

Auditor

Ayurvedic Medical Officer/Senior Ayurvedic Medical Officer

Barrister, National Human Rights Commission

Biomedical Engineer/Senior Biomedical Engineer (Health)

Chief Officer

Community Physician

Co-operative Auditor

Curator of Vacant Estates

Dental Surgeon/Senior Dental Surgeon

Deputy Project Manager

District Magistrate

Divisional Head

Electrical Engineer/Senior Electrical Engineer

Emergency Physician

Engineer

***ANNEX I** (Contd.)*

Engineer (Airworthiness – Air Frame/Power Plant)

Engineer (Communication, Navigation and Surveillance)

Engineer/Senior Engineer (Civil)

Engineer/Senior Engineer (Department of Waste Management and Resource Recovery)

Engineer/Senior Engineer, Energy Efficiency

Engineer/Senior Engineer (Planning/Maintenance)

Engineer/Senior Engineer (Project/Planning)

Financial and Governance Analyst/Senior Financial and Governance Analyst (Personal to the Financial and Management Analyst and Senior Financial and Management Analyst in post as at 30.06.08)

Financial Governance Analyst/Senior Financial Governance Analyst

Geotechnical Specialist

Government Valuer

Head, Competent Authority

Head, Deck Department

Head, Engineering Department

Head of Legal and Investigations

Head Specialist Support Services

Lead Architect

Lead Biomedical Engineer (Health)

Lead Electrical Engineer

Lead Engineer

Lead Engineer (Department of Waste Management and Resource Recovery) (New Grade)

Lead Engineer (Planning/Maintenance)

Lead Engineer (Project/Planning)

***ANNEX I** (Contd.)*

Lead Engineer, Energy Efficiency

Lead Government Valuer

Lead Mechanical Engineer

Lead Quantity Surveyor

Lead Sanitary Engineer

Legal Officer

Marine Engineering Surveyor

Manager, XBRL

Mechanical Engineer/Senior Mechanical Engineer

General Practitioner
formerly Medical and Health Officer/Senior Medical and Health Officer

Nautical Surveyor

Occupational Health Physician

Occupational Safety and Health Engineer/Senior Occupational Safety and Health Engineer

Pharmacist/Senior Pharmacist (Personal)

Pharmacist/Senior Pharmacist (Roster Day and Night)

Principal Agricultural Engineer

Principal Architect (Personal to officers in post as at 31.12.15)

Principal Auditor

Principal Co-operative Auditor

Principal Pharmacist

Principal Town Planner
formerly Principal Town and Country Planning Officer

***ANNEX I** (Contd.)*

Principal Veterinary Officer

Prisons Medical and Health Officer/Senior Prisons Medical and Health Officer

Project Manager

Project Manager (Engineering)
formerly Project Manager (National Development Unit)

Project Officer/Senior Project Officer (Engineering)
formerly Project Officer/Senior Project Officer (National Development Unit)

Project Officer/Senior Project Officer (Quantity Surveying) (New Grade)

Project Officer

Radiopharmacist

Quantity Surveyor/Senior Quantity Surveyor

Registrar

Sanitary Engineer/Senior Sanitary Engineer

Senior Agricultural Engineer

Senior Analyst *(*Personal to ex-Senior Financial and Management Analyst as at 30.06.08)

Senior Auditor

Senior Co-operative Auditor

Senior District Magistrate

Senior Engineer (Airworthiness – Air Frame/Power Plant)

Senior Engineer (Communication, Navigation and Surveillance)

Senior Government Valuer

Senior State Attorney

Senior State Counsel

Senior Town Planner
formerly Senior Town and Country Planning Officer

Senior Veterinary Officer

***ANNEX I** (Contd.)*

Senior Veterinary Officer (Competent Authority)

Sports Medical Officer

State Attorney

State Counsel

Telecommunication Engineer/Senior Telecommunication Engineer

Town Planner
formerly Town and Country Planning Officer

Trainee Police Medical Officer

Veterinary Officer

Veterinary Officer (Competent Authority)

***ANNEX I** (Contd.)*

List of grades eligible for loan to purchase a 100% duty-exempted car

RODRIGUES REGIONAL ASSEMBLY

Accountant (New Grade)

Agricultural Engineer (New Grade)

Architect/Senior Architect

Attorney (RRA)

Biomedical Engineer/Senior Biomedical Engineer (Health)

Community Physician

Dental Surgeon/Senior Dental Surgeon

Electrical Engineer/Senior Electrical Engineer

Engineer/Senior Engineer (Civil)

Emergency Physician (New Grade)

Head, Water Resources Unit

Head, Public Infrastructure

Assistant Head, Public Infrastructure (New Grade)

Legal Officer (RRA)

Mechanical Engineer/Senior Mechanical Engineer

General Practitioner

formerly Medical and Health Officer/Senior Medical and Health Officer

Pharmacist/Senior Pharmacist

Quantity Surveyor/Senior Quantity Surveyor

Town Planner

formerly Town and Country Planning Officer

Senior Town Planner (New Grade)

Veterinary Officer

***ANNEX I** (Contd.)*

List of grades eligible for loan to purchase a 100% duty-exempted car

PARASTATAL AND OTHER STATUTORY BODIES

Accountant (drawing salary in the scale the maximum of which is not less than Rs 77750 a month)

Internal Auditor (drawing salary in a scale the maximum of which is not less than Rs 77750 a month)

Accountant/Senior Accountant

Senior Accountant

Chief Internal Auditor

Senior Internal Auditor

Internal Auditor/Senior Internal Auditor

Auditor

Academy of Design and Innovation

Finance Executive

Agricultural Marketing Board

Electrical Engineer/Senior Electrical Engineer

Technical Manager (Engineering)

Beach Authority

Project Officer

Technical Manager

Central Water Authority

Executive Engineer/Senior Executive Engineer

Executive Engineer/Senior Executive Engineer (Electrical)

Executive Engineer/Senior Executive Engineer (Environmental/Chemical) (Water Treatment Plant) (New Grade)

Executive Engineer/Senior Executive Engineer (Mechatronics) (New Grade)

***ANNEX I** (Contd.)*

Mechanical Engineer/Senior Mechanical Engineer

Principal Engineer

Principal Engineer (Mechanical and Electrical)

Food and Agricultural Research and Extension Institute

Agricultural Engineer/Senior Engineer

Research Scientist/Senior Research Scientist (Animal Health)

Principal Research Scientist (Animal Health)

Manager, Finance

Principal Agricultural Engineer

Financial Reporting Council

Assistant Technical Executive

Gambling Regulatory Authority

Administrative and Human Resource Manager (Personal)

Higher Education Commission

Deputy Financial Controller

Irrigation Authority

Engineer/Senior Engineer (Construction and Supervision)
formerly Engineer (Construction & Supervision) (Staggered) (Personal)

Engineer/Senior Engineer (Irrigation Planning Unit)
formerly Engineer (Irrigation Planning Unit)

Engineer/Senior Engineer (operations and Maintenance)
formerly Engineer (Operation and Maintenance) (Staggered) (Personal)

Financial Manager

Assistant Head of construction and Supervision
formerly Principal Engineer (Construction and Supervision)

Assistant Head of Irrigation Planning Unit
formerly Principal Engineer (Irrigation Planning Unit)

***ANNEX I** (Contd.)*

Assistant Head of Operation and Maintenance
formerly Principal Engineer (Operation and Maintenance)

Land Drainage Authority

Engineer/Senior Engineer (Civil)

Hydraulic Modeler/Senior Hydraulic Modeler

Lead Engineer (Civil) (New Grade)

Town Planner/Senior Town Planner
formerly Urban Planning Officer/Senior Urban Planning Officer

Principal Town Planner (New Grade)

Mauritius Broadcasting Corporation

Finance Manager

Engineer/Senior Engineer

Mauritius Cane Industry Authority

Engineer/Senior Engineer (Electrical)

Manager, Finance

Operations Manager (Agricultural Mechanisation)

Project Officer (Civil Engineering)

Technical Manager

Workshop Manager

Mauritius Digital Promotion Agency

Finance and Administrative Manager [Personal]

Mauritius Examinations Syndicate

Financial Manager

Mauritius Institute of Education

Financial Controller

***ANNEX I** (Contd.)*

Mauritius Meat Authority

Engineer

Mauritius Renewable Energy Agency

Engineer/Senior Engineer

Mauritius Research and Innovation Council

Finance Manager

Mauritius Standard Bureau

Financial Manager

Mauritius Tourism Promotion Authority

Finance Manager

National Environment Cleaning Authority

Head of Monitoring Unit

National Transport Corporation

Mechanical Engineer/Senior Mechanical Engineer

Financial Controller

Open University of Mauritius

Financial Controller

Outer Island Development Corporation

Engineer/Senior Engineer

Private Secondary Education Authority

Finance Manager

***ANNEX I** (Contd.)*

Road Development Authority

Assistant Divisional Manager (Civil Engineering)

Financial Manager

Senior Manager (Civil Engineering)

Manager (Civil Engineering)

State Trading Corporation

Assistant Financial Manager

Audit Manager

Statutory Bodies Family Protection Fund

Assistant Manager/Accountant

Sugar Insurance Fund Board

Manager, Finance

Town and Country Planning Board

Town Planner/Senior Town Planner
formerly Planning Officer/Senior Planning Officer

Trust Fund for Specialised Medical Care (Cardiac Centre)

Pharmacist/Senior Pharmacist

Specialised Registered Medical Officer

Trainee Specialised Registered Medical Officer

Université des Mascareignes

Head of Finance

University of Technology, Mauritius

Head of Finance

***ANNEX I** (Contd.)*

Wastewater Management Authority

Engineer/Senior Engineer [Civil]

Engineer/Senior Engineer (Electrical)

Engineer/Senior Engineer (Mechanical)

Engineer/Senior Engineer (Mechatronics)

Financial Manager

Lead Engineer (Civil)

Lead Engineer (Mechanical and Electrical)

Process Engineer/Senior Process Engineer (Wastewater Treatment)

***ANNEX I** (Contd.)*

List of grades eligible for loan to purchase a 100% duty-exempted car

LOCAL AUTHORITIES

Accountant (drawing salary in a scale the maximum of which is not less than Rs 77750 a month)

Accountant/Senior Accountant

Attorney

Barrister

Civil Engineer

Head, Land Use and Planning Department

Head, Public Infrastructure Department

Internal Auditor/Senior Internal Auditor

Internal Auditor/Senior Internal Auditor (possessing the ACCA Final or equivalent) (Personal to officer in post as at 30.06.08)

Mechanical Engineer/Senior Mechanical Engineer

Town Planner

formerly Planning and Development Officer

Principal Accountant

Quantity Surveyor (New Grade)

* Registered Professional grades as defined in Chapter 21 in this Volume.

ANNEX II

List of grades eligible for loan to purchase a 70 % duty exempted car for official travelling

CIVIL SERVICE

MINISTRY/ DEPARTMENT	GRADE	MINISTRY/ DEPARTMENT	GRADE
Office of the President	Maintenance Officer (Office of the President) (Staggered) *formerly Maintenance Officer*	**Office of the Ombudsman**	Senior Investigations Officer, Ombudsman's Office
National Assembly	Clerk Assistant, National Assembly Hansard Editor Manager, Parliamentary Digital Services	**Prime Minister's Office, Ministry of Defence, Home Affairs and External Communications, Ministry of Finance, Ministry for Rodrigues and Outer Islands**	Principal Co-ordinator, Security Matters Co-ordinator, Security Matters Assistant Secretary *formerly Assistant Permanent Secretary* Public Relations and Welfare Officer Head, Citizen Support Unit Senior Citizen Support Officer
Office of the Electoral Commissioner	Principal Electoral Officer Senior Electoral Officer Electoral Officer	**Government Information Service**	Principal Information Officer Senior Information Officer Information Officer Head, Audio-Visual Production Officer Cadre Principal Audio-Visual Production Officer Senior Audio-Visual Production Officer
The Judiciary	Head, Court Usher Chief Court Usher Principal Court Usher Senior Court Usher Court Usher	**Civil Status Division**	Deputy Registrar of Civil Status Principal Civil Status Officer

***ANNEX II** (Contd.)*

MINISTRY/ DEPARTMENT	GRADE	MINISTRY/ DEPARTMENT	GRADE
Probation and Aftercare Service	Deputy Commissioner of Probation and After Care Assistant Commissioner of Probation and After Care Principal Probation Officer Senior Probation Officer Probation Officer	**Ministry of Finance**	Senior Analyst (Personal) Analyst/Senior Analyst Deputy Director, Financial Operations Manager, Financial Operations Assistant Manager, Financial Operations (Personal to officers in post as at 31.12.15) Assistant Manager, Financial Operations Deputy Director, Procurement and Supply Manager, Procurement and Supply Assistant Manager, Procurement and Supply (Personal to officers in post as at 31.12.15) Assistant Manager, Procurement and Supply Deputy Director, Internal Audit *formerly Deputy Director, Internal Control* Manager, Internal Audit *formerly Manager, Internal Control* Assistant Manager, Internal Audit (Personal to officers in post as at 31.12.15) *formerly Assistant Manager, Internal Control (Personal to officers in post as at 31.12.15)* Assistant Manager, Internal Audit *formerly Assistant Manager, Internal Control* Deputy Official Receiver Official Receiver
Forensic Science Laboratory	Chief Forensic Scientist Forensic Scientist/Senior Forensic Scientist Chief Forensic Technologist Principal Forensic Technologist		
Mauritius Meteorological Services	Divisional Meteorologist Meteorologist/Senior Meteorologist		
Department of Civil Aviation	Maintenance Superintendent Maintenance Supervisor (Communication, Navigation and Surveillance) Senior Maintenance Officer (Communication, Navigation and Surveillance) Station Officer		
Pay Research Bureau	Job Analyst Job Survey Officer		
Mauritius Police Force	Chief Catering Administrator		
Mauritius Prisons Service	Psychologist/Senior Psychologist (Prisons) *formerly Prisons Psychologist/Senior Prisons Psychologist*		

***ANNEX II** (Contd.)*

MINISTRY/ DEPARTMENT	GRADE	MINISTRY/ DEPARTMENT	GRADE
Ministry of Housing and Lands **Survey Division** **Planning Division** **Valuation Department**	Principal Housing Development Officer Housing Development Officer/Senior Housing Development Officer *formerly Housing Development Officer* Principal Land Surveyor *formerly Principal Surveyor* Senior Land Surveyor *formerly Senior Surveyor* Land Surveyor *formerly Surveyor* Chief Technical Design Officer Principal Technical Design Officer Senior Development Control Officer Development Control Officer Chief Property Valuation Inspector Principal Property Valuation Inspector Senior Property Valuation Inspector	**Department of Environment *(Contd)***	Divisional Environment Officer Environment Officer/Senior Environment Officer Chief Inspector of Works *formerly Chief Inspector* Senior Inspector of Works *formerly Senior Inspector*
		Solid Waste Management Division	Principal Technical Enforcement Officer Senior Technical Enforcement Officer Technical Enforcement Officer Technical Officer Principal Project Officer (Department of Works Management and Resource Recovery) *formerly Principal Project Officer* Project Officer/Senior Project Officer (Department of Works Management and Resource Recovery) *formerly Project Officer/Senior Project Officer*
Ministry of Environment, Solid Waste Management and Climate Change **Department of Environment**	Divisional Scientific Officer Senior Scientific Officer (Environment) Scientific Officer (Environment)	**Ministry of Agro-Industry, Food Security, Blue Economy and Fisheries** **Agricultural Services**	Senior Agricultural Analyst Senior Agricultural Superintendent Agricultural Superintendent Principal Scientific Officer

***ANNEX II** (Contd.)*

MINISTRY/ DEPARTMENT	GRADE	MINISTRY/ DEPARTMENT	GRADE
Agricultural Services ***Contd.***	Senior Scientific Officer Scientific Officer Senior Technical Officer Senior Laboratory Technologist Laboratory Technologist Transport Superintendent Agricultural Support Officer/Senior Agricultural Support Officer	**Blue Economy, Marine Resources, Fisheries and Shipping Division**	Controller, Fisheries Protection Service Deputy Controller, Fisheries Protection Service Assistant Controller, Fisheries Protection Service Principal Fisheries Protection Officer Principal Technical Officer (Fisheries) Senior Technical Officer (Fisheries) Technical Officer (Fisheries) Divisional Scientific Officer (Fisheries) Scientific Officer/Senior Scientific Officer (Fisheries) Senior Technical Officer (Competent Authority) Technical Officer (Competent Authority)
Forestry Services	Assistant Conservator of Forest/Senior Assistant Conservator of Forest Divisional Forest Officer Chief Forest Conservation and Enforcement Officer		
National Parks and Conservation Service	Technical Officer/Senior Technical Officer (Conservation) Deputy Director, National Parks and Conservation Service Senior Scientific Officer (Conservation) Scientific Officer (Conservation)		
Ex-Vallée D'Osterlog Endemic Garden Foundation	Technical Officer/Senior Technical Officer (Ex-VOEG) (Personal)		

***ANNEX II** (Contd.)*

MINISTRY/ DEPARTMENT	GRADE	MINISTRY/ DEPARTMENT	GRADE
Ministry of National Infrastructure **National Infrastructure Division** **Engineering Section** **Quantity Surveying Section** **Architect Section**	Head, Works Cadre Superintendent of Works Chief Inspector of Works Senior Inspector of Works Principal Materials Testing Officer Principal Technical and Mechanical Officer Senior Technical and Mechanical Officer Technical and Mechanical Officer Principal Technical Officer (Civil Engineering) Senior Technical Officer (Civil Engineering) Technical Officer Assistant Quantity Surveyor Senior Materials Testing Officer Materials Testing Officer Chief Technical Design Officer Principal Technical Design Officer Landscape Architect	**Energy Services Division**	Chief Inspector Principal Inspector Senior Inspector Chief Technician Principal Technician Senior Technician
		Ministry of Health and Wellness	Chief Pharmacy Technician Coordinator (Operations Support Services) Chief Medical Imaging Technologist Principal Medical Social Worker Medical Social Worker/Senior Medical Social Worker Chief Medical Laboratory Technologist Deputy Director, Public Health and Food Safety Principal Public Health and Food Safety Inspector Senior Public Health and Food Safety Inspector Principal Nutritionist Nutritionist/Senior Nutritionist Lead Health Analyst Principal Health Surveillance Officer Head, School of Nursing Principal Nurse Educator Senior Nurse Educator

ANNEX II *(Contd.)*

MINISTRY/ DEPARTMENT	GRADE	MINISTRY/ DEPARTMENT	GRADE
Ministry of Health and Wellness (*Contd*.)	Chief Occupational Therapist Principal Occupational Therapist Occupational Therapist/Senior Occupational Therapist Chief Physiotherapist Principal Physiotherapist Physiotherapist/Senior Physiotherapist Chief Health Information, Education and Communication Officer Principal Health Information, Education and Communication Officer Senior Health Information, Education and Communication Officer Health Information, Education and Communication Officer Principal Public Health Nursing Officer Senior Public Health Nursing Officer Principal Health Engineering Officer	**Ministry of Health and Wellness (*Contd.)***	Senior Health Engineering Officer Health Engineering Officer Chief Health Promotion Coordinator Health Promotion Coordinator Chief Speech Therapist and Audiologist Principal Speech Therapist and Audiologist Speech Therapist and Audiologist/Senior Speech Therapist and Audiologist Psychologist/Senior Psychologist (Clinical/Health) *formerly Clinical Psychologist* Principal Clinical Scientist (Biochemistry) Clinical Scientist/Senior Clinical Scientist (Biochemistry) Principal Clinical Scientist (Virology) Clinical Scientist/Senior Clinical Scientist (Virology) Regional Health Services Administrator Principal Biomedical Engineering Technician Senior Biomedical Engineering Technician Blood Donor Coordinator

***ANNEX II** (Contd.)*

MINISTRY/ DEPARTMENT	GRADE	MINISTRY/ DEPARTMENT	GRADE
Ministry of Health and Wellness (Contd.)	Haemodialysis Supervisor Head, Vector Biology and Control Division Scientific Officer/Senior Scientific Officer, Vector Biology and Control Division Senior Specialised Nurse Specialised Nurse Senior Specialised Nurse (Diabetes) Specialised Nurse (Diabetes) Senior Specialised Nurse (Diabetes Foot Care) Specialised Nurse (Diabetes Foot Care) Nursing Supervisor (Male) Nursing Supervisor (Female) Principal Medical Physicist (New Grade) Medical Physicist/Senior Medical Physicist	**Ministry of Social Integration, Social Security and National Solidarity**	Head, Technical Unit Head, Disability Empowerment Unit Principal Disability Empowerment Officer Disability Empowerment Officer/Senior Disability Empowerment Officer Manager, Recreation Centre (Personal) Manager, Recreation Centre Senior Organising Officer, Recreation Centre Deputy Commissioner, Social Security Assistant Commissioner, Social Security Principal Social Security Officer Senior Social Security Officer
Ministry of Tourism	Principal Tourism Planning Executive Senior Tourism Planning Executive Tourism Planning Executive Manager, Leisure Events *formerly Organiser, Leisure Events* Senior Leisure Events Officer Leisure Events Officer Tourism Enforcement Officer (Personal to incumbent in post as at 31.12.20)		

***ANNEX II** (Contd.)*

MINISTRY/ DEPARTMENT	GRADE	MINISTRY/ DEPARTMENT	GRADE
Ministry of Energy and Public Utilities		**Ministry of Labour and Industrial Relations**	
Water Resources Unit	Principal Hydrological Officer Senior Hydrological Officer Hydrological Officer Senior Inspector of Works *formerly Senior Inspector* Technical Officer	**Labour and Industrial Relations**	Deputy Director, Labour and Industrial Relations Assistant Director, Labour and Industrial Relations Principal Labour and Industrial Relations Officer Senior Labour and Industrial Relations Officer Labour and Industrial Relations Officer
Ministry of Foreign Affairs, Regional Integration and International Trade	Second Secretary	**National Employment Department**	Deputy Director, National Employment Department Chief Employment Coordinator Senior Employment Counselling Officer
Ministry of Youth and Sports	Assistant Director of Youth Affairs Principal Youth Officer Senior Youth Officer (Personal) Senior Youth Officer Youth Officer Assistant Director of Sports Senior Sports Officer Sports Officer	**National Remuneration Board**	Head Remuneration Analyst Senior Remuneration Analyst Remuneration Analyst

***ANNEX II** (Contd.)*

MINISTRY/ DEPARTMENT	GRADE	MINISTRY/ DEPARTMENT	GRADE
Occupational Safety and Health Inspectorate	Deputy Director, Occupational Safety and Health Chief Occupational Safety and Health Officer Divisional Occupational Safety and Health Officer Principal Occupational Safety and Health Officer Occupational Safety and Health Officer/Senior Occupational Safety and Health Officer	**Traffic Management and Road Safety Unit**	Principal Traffic Census Officer (New Grade) Senior Traffic Census Officer Traffic Census Officer Principal Technical Officer (Civil Engineering) Senior Technical Officer (Civil Engineering) Technical Officer (Civil Engineering) Senior Inspector of Works Technical Officer (Electrical and Electronics)
Registry of Associations	Deputy Registry of Associations Principal Inspector of Associations Senior Inspector of Associations Inspector of Associations		
Ministry of Land Transport **National Land Transport Authority**	Road Safety Programme Officer Chief Road Transport Inspector Principal Road Transport Inspector Senior Road Transport Inspector (Roster) Road Transport Inspector (Roster) Transport Planner Assistant Transport Planner Principal Traffic Warden (Roster) Senior Traffic Warden (Roster); Traffic Warden (Roster)	**Ministry of Gender Equality and Family Welfare**	Head, Home Economics Unit (Personal) Head, Home Economics (Future Holder) Senior Home Economics Officer Home Economics Officer Principal Psychologist Psychologist/Senior Psychologist Family Counselling Officer

***ANNEX II** (Contd.)*

MINISTRY/ DEPARTMENT	GRADE	MINISTRY/ DEPARTMENT	GRADE
Ministry of Gender Equality and Family Welfare *(Contd)*	Co-ordinator Principal Welfare and Protection Officer Senior Family Welfare and Protection Officer Family Welfare and Protection Officer	**Commerce Division**	Legal Metrologist Senior Technical Officer (Legal Metrology) Senior Commercial Officer Commercial Officer Legal Metrology Officer
Social Welfare Division	Deputy Social Welfare Commissioner Principal Social Welfare Officer Senior Social Welfare Officer Social Welfare Officer		
Ministry of Commerce and Consumer Protection **Consumer Affairs Unit**	Head, Consumer Affairs Unit Principal Consumer Affairs Officer Senior Consumer Affairs Officer Consumer Affairs Officer		

***ANNEX II** (Contd.)*

MINISTRY/ DEPARTMENT	GRADE	MINISTRY/ DEPARTMENT	GRADE
Ministry of Industry, SME and Cooperatives		**Ministry of Education and Human Resource** *(Contd.)*	Senior Supervisor Oriental Languages
			Supervisor Oriental Languages
Industry Division	Principal Industrial Analyst		Assistant Supervisor Oriental Languages
	Senior Industrial Analyst		Supervisor (The Arts)
	Industrial Analyst		Assistant Supervisor (The Arts)
			Senior Educational Social Worker
Assay Office	Assistant Director, Assay Office		Principal ICT Technician
	Technical Officer/Senior Technical Officer (Assay Office)		ICT Technician/Senior ICT Technician
	Senior Gemmologist		Senior Inspector, Specialised Schools/Day Care Centres
	Gemmologist		Inspector, Specialised Schools/Day Care Centres
	Scientific Officer (Assay)		Senior Psychologist (Education) *formerly Senior Educational Psychologist*
Cooperatives Division			Psychologist (Education) *formerly Educational Psychologist*
	Divisional C-ooperative Officer		Educational Social Worker
	Principal Co-operative Officer		Quality Assurance Officer/Senior Quality Assurance Officer (Personal to officers in post as at 31.12.25)
	Senior Co-operative Officer		Quality Assurance Officer (Future Holder)
	Co-operative Officer		
	Senior Co-operative Development Officer		
	Co-operative Development Officer		
Ministry of Education and Human Resource	Music Organiser	**Careers Guidance Service**	Principal Careers Counsellor
	Senior Physical Education Organiser		Senior Careers Counsellor
	Physical Education Organiser		Careers Counsellor
	Principal School Inspector		
	Senior School Inspector		
	School Inspector		

***ANNEX II** (Contd.)*

MINISTRY/ DEPARTMENT	GRADE	MINISTRY/ DEPARTMENT	GRADE
Ministry of Information Technology, Communication and Innovation **Central Information Systems Division**	Technical Manager Senior Systems Analyst Systems Analyst	**National Development Unit**	Project Assistant (Personal) Project Assistant (Engineering) (New Grade) Project Assistant (Quantity Surveying) (New Grade) Principal Regional Development Officer Senior Regional Development Officer Regional Development Officer
Ministry of Public Service and Administrative Reforms	Deputy Director, Human Resource Management Manager, Human Resources Assistant Manager, Human Resources (Personal to officers in post as at 31.12.15) Assistant Manager, Human Resources Director, Safety and Health *formerly Director, Safety and Health Unit* Assistant Director, Safety and Health *formerly Assistant Director, Safety and Health Unit* Principal Safety and Health Officer Safety and Health Officer/Senior Safety and Health Officer	**Ministry of Arts and Culture** **Film Classification Board**	Chief Arts Officer Principal Arts Officer Senior Arts Officer Arts Officer Principal Culture Officer Senior Culture Officer Culture Officer Theatre Manager Coordinator, CELPAC Secretary, Film Classification Board
Ministry of Local Government	Chief Inspector of Works *formerly Chief Inspector* Senior Inspector of Works *formerly Senior Inspector*	**National Archives Department**	Conservator (Personal to the officer in post as at 31.12.20)

***ANNEX II** (Contd.)*

List of grades eligible for loan to purchase a 70 % duty exempted car for official travelling

RODRIGUES REGIONAL ASSEMBLY

In principle, officers in the grades mentioned below should be eligible for 70% duty-free car for the performance of their duties as their counterparts in Mauritius. Given the specificity in Rodrigues, namely its size, topography and the nature of the work carried out by these officers, the Island Chief Executive should ensure that it would be more economical for officers in such grades to use their own cars instead of the organisation's cars.

DEPARTMENT	GRADE	DEPARTMENT	GRADE
Office of the Clerk	Deputy Clerk, Regional Assembly	**Management of State Lands**	Principal Land Surveyor *formerly Principal Surveyor* Senior Land Surveyor *formerly Senior Surveyor* Land Surveyor *formerly Surveyor*
Chief Commissioner's Office			
Central Administration	Senior Administrative Officer (New Grade) Administrative Officer Analyst/Senior Analyst, Rodrigues Regional Assembly Manager, Financial Operations Head, Human Resource Management Assistant Manager, Financial Operations Assistant Manager, Financial Operations (Personal to officers in post as at 31.12.15) Assistant Manager, Human Resources Assistant Manager, Human Resources (Personal to officers in post as at 31.12.15) Principal Safety and Health Officer (New Grade) Safety and Health Officer/Senior Safety and Health Officer	**Environment Division**	Head, Environment Environment Officer Environment Enforcement Officer Senior Technical Officer (Environment) (New Grade) Technical Officer (Environment)
		Civil Status Division	Officer-in-Charge, Civil Status
		Promotion of Community Development	Social Welfare Officer
		Deputy Chief Commissioner's Office	
		Education	Senior School Inspector School Inspector
		Industrial Development	Senior Industrial Analyst Industrial Analyst
		Human Resource Development Centre	Head, Human Resource Development Centre Co-ordinator, Human Resource Development Centre
Transport	Head, Transport		

***ANNEX II** (Contd)*

DEPARTMENT	GRADE	DEPARTMENT	GRADE
Public Infrastructure Water Resources Unit Mechanical Workshop	Chief Inspector of Works Senior Inspector of Works Technical Officer	**Fisheries Department *(Contd)***	Deputy Controller, Fisheries Protection Service (Rodrigues) Assistant Controller, Fisheries Protection Service (Rodrigues) Principal Fisheries Protection Officer
Land Transport Services	Senior Road Transport Inspector (Roster) Road Transport Inspector (Roster)	**Commission For Health, Housing, Social Security, Prisons and Reform Institutions, Probation and Social Rehabilitation**	
Commission For Agriculture, Food Production, Plant and Animal Quarantine, Cooperatives, Forestry, Fisheries and Marine Parks		**Health (Administration)**	Principal Nutritionist (New Grade) Nutritionist/Senior Nutritionist Head Catering Unit Head, Health Inspectorate Unit (New Grade) Principal Inspector (Health and Food Safety) Senior Inspector (Health and Food Safety) Nursing Administrator (Female) Nursing Administrator (Male) Nursing Supervisor (Female) Nursing Supervisor (Male)
Agricultural Research and Extension Services	Assistant Manager, Agricultural Research and Extension Services Scientific Officer/Senior Scientific Officer Agricultural Superintendent Senior Agricultural Support Officer Agricultural Support Officer Senior Technical Officer (Agriculture) Technical Officer (Agriculture) (Personal)		
Co-operatives Division	Officer-in-Charge, Co-operatives Assistant Officer-in-Charge, Co-operatives Senior Co-operative Officer Co-operative Officer	**Social Security Division**	Manager, Social Security Principal Social Security Officer Senior Social Security Officer
Fisheries Department	Scientific Officer (Fisheries) Controller, Fisheries Protection Service (Rodrigues)	**Probation and Social Rehabilitation Unit**	Head, Probation Service Senior Probation Officer Probation Officer

***ANNEX II** (Contd)*

DEPARTMENT	GRADE	DEPARTMENT	GRADE
Commission For Women's Affairs, Family Welfare, Child Development, Consumer Protection, Price Fixing Unit and Handicraft		**Labour and Industrial Relations Division**	Officer-in-Charge, Labour and Industrial Relations Senior Labour Industrial Relations Officer (New Grade) Labour and Industrial Relations Officer Inspector of Associations Head, Occupational Safety and Health (New Grade) Principal Occupational Safety and Health Officer *formerly Officer-in-Charge, Occupational Safety and Health* Occupational Safety and Health Officer/Senior Occupational Safety and Health Officer
Women's Affairs, Family Welfare and Child Development	Head, Gender Family Welfare and Child Development Senior Family Welfare and Protection Officer (New Grade) Family Welfare and Protection Officer		
Consumer Protection Division	Officer-in-Charge, Consumer Affairs Assistant Officer-in-Charge, Consumer Affairs (New Grade) Senior Consumer Affairs Officer Consumer Affairs Officer	**Information and Communication Technology Department**	Systems Analyst
Commission For Tourism, Employment, Labour and Industrial Relations and Information Technology and Telecommunications and Fire Services		**Commission for Youth and Sports, Arts and Culture, Museums, Archives, Historical Sites and Buildings and Library Services**	
Tourism Development	Head, Tourism Senior Tourism Enforcement Officer (New Grade) Tourism Enforcement Officer	**Youth and Sports Division**	Head, Youth Services Principal Youth Officer Senior Youth Officer (Personal) Senior Youth Officer Youth Officer Head, Sports Senior Sports Officer (New Grade) Sports Officer
Employment Division	Head, National Employment Department (New Grade) Senior Employment Counselling Officer (New Grade) Head, Employment Service Senior Employment Officer	**Arts and Culture**	Head, Arts and Culture Arts Officer (Rodrigues) Senior Culture Officer (New Grade) Culture Officer

***ANNEX II** (Contd.)*

List of grades eligible for loan to purchase a 70 % duty exempted car for official travelling

PARASTATAL AND OTHER STATUTORY BODIES

ORGANISATION	GRADE	ORGANISATION	GRADE
Aapravasi Ghat Trust Fund	World Heritage Site Manager	**Central Water Authority *(Contd)***	Safety and Health Officer/Senior Safety and Health Officer Scientific Officer (Biochemistry) Senior Inspector of Works *formerly Senior Inspector* Senior Internal Audit Officer *formerly Senior Internal Control Officer* Senior Scientific Officer (Biochemistry) Chief Fraud Detection Officer Superintendent Anti-Fraud Unit Senior Land Surveyor *formerly Senior Surveyor* Land Surveyor *formerly Surveyor* Technical Officer/ Senior Technical Officer (Personal) Technical Officer/ Senior Technical Officer (Civil) (New Grade) Technical Officer/ Senior Technical Officer (Mechanical & Electrical) (New Grade) Technical Officer/ Senior Technical Officer (Laboratory)
Academy of Design and Innovation	Senior Lecturer Lecturer		
Agricultural Marketing Board	Head Operations Officer Seeds Officer		
Beach Authority	Senior Beach Enforcement Officer Beach Enforcement Officer Senior Beach Works Inspector Beach Works Inspector Technical Officer (Civil)		
Bus Industry Employees Welfare Fund	Programme Welfare Officer		
Central Water Authority	Chief Inspector of Works *formerly Chief Works Officer* Meter Reading Supervisor	**Employees Welfare Fund**	Project and Welfare Manager

***ANNEX II** (Contd.)*

ORGANISATION	GRADE	ORGANISATION	GRADE
Food and Agricultural Research and Extension Institute	Manager, Finance Principal Biometrician Biometrician/Senior Biometrician Maintenance Officer Principal Research Scientist Research Scientist/Senior Research Scientist Assistant Research Scientist Business Development Manager Principal Extension Officer Extension Officer/Senior Extension Officer Station/Laboratory Manager	**Irrigation Authority**	Divisional Irrigation Operation Officer Irrigation Operation Officer Safety and Health Officer/Senior Safety and Health Officer Senior Technical Officer (Civil) Technical Officer (Civil)
		Mahatma Gandhi Institute	Head, Gandhian Basic School Senior Lecturer Lecturer
		Manufacturing Sector Workers Welfare Fund	Programme Welfare Officer
Gambling Regulatory Authority	Gambling Regulator and Investigator Anti-Money Laundering Officer Chief Gambling Regulator & Investigator Lead Anti Money Laundering Officer	**Mauritius Broadcasting Corporation**	Chief Broadcast Technologist (Shift) (Personal) Chief Technical Producer (Roster) Desk Coordinator News Editor/Senior News Editor (Roster) News Editor/Senior News Editor (Roster) (Personal) Chief Producer (Roster) Producer/Senior Producer (Roster)
		Mauritius Cane Industry Authority	Area Superintendent Technical Officer/Senior Technical Officer (Research) Operations Officer (Agricultural Mechanisation)

***ANNEX II** (Contd.)*

ORGANISATION	GRADE	ORGANISATION	GRADE
Mauritius Cane Industry Authority (*Contd*)	Operations Superintendent (Agricultural Mechanisation) Supervisor (Sugar Industry Project) Sugar Technologist/Senior Sugar Technologist Mechanical Workshop & Transport Officer/Senior Mechanical Workshop & Transport Officer Technical and Mechanical Officer/Senior Technical Officer and Mechanical Officer Technical Officer/Senior Technical Officer (Extension) Technical Officer/Senior Technical officer (Control and Arbitration) Manager, Extension and Training Centre	**Mauritius Examinations Syndicate**	Senior Examinations Officer Examinations Officer
		Mauritius Institute of Education	Chief Technician Senior Lecturer Lecturer Safety and Health Officer/Senior Safety and Health Officer
		Mauritius Institute of Health	Research Officer/Senior Research Officer
Mauritius Digital Promotion Agency	Business Analyst/IT Consultant/Research Officer (Personal to officers in post as at 31.12.15) Project Supervisor (Personal)	**Mauritius Institute of Training and Development**	Assistant Manager (Personal to incumbent of Ex-IVTB as at 30.06.08) Coordinator (Personal to incumbent of Ex-IVTB as at 30.06.08) Curriculum Officer (Personal to incumbent of Ex-IVTB as at 30.06.08) Psychologist (Personal to incumbent of Ex-IVTB as at 30.06.08) Safety and Health Officer/Senior Safety and Health Officer (Personal to incumbent of Ex-IVTB as at 30.06.08)
Mauritius Film Development Corporation	Project and Programme Officer Senior Project and Programme Officer		

***ANNEX II** (Contd.)*

ORGANISATION	GRADE
Mauritius Museums Council	Conservator Curator
Mauritius Oceanography Institute	Associate Research Scientist Principal Research Scientist Research Scientist Technical Assistant/Senior Technical Assistant
Mauritius Standards Bureau	Manager Quality Officer
National Children's Council	Coordinator Council Secretary
National Environment Cleaning Authority	Head Monitoring Unit Accountant
National Transport Corporation	NTC Regional Manager Senior Traffic Controller Technical and Mechanical Officer/Senior Technical and Mechanical Officer Traffic Controller
National Women's Council	Supervisor, Women's Association
Open University of Mauritius	Academic Media Coordinator (Personal) Head, Audio-Video Production Head, Engineering and Technology Services Senior Lecturer Lecturer Marketing and Development Officer (Personal) Senior Academic Media Coordinator
Private Secondary Education Authority	Educational Social Worker Quality Assurance Officer Quality Assurance Officer (Personal to officer in post as at 31.12.25) Safety and Health Officer/Senior Safety and Health Officer Principal Supervisor Psychologist (Education) *formerly Educational Psychologist* Supervisor/Senior Supervisor
Rabindranath Tagore Institute	Lecturer

***ANNEX II** (Contd.)*

ORGANISATION	GRADE	ORGANISATION	GRADE
Road Development Authority	Chief Inspector of Works Chief Technical Design Officer Materials Testing Officer Principal Technical Design Officer Principal Technical Officer (Civil Engineering) Safety and Health Officer/Senior Safety and Health Officer Senior Inspector of Works Senior Technical Officer (Civil Engineering) Senior Technical Officer (Materials Testing Laboratory) Superintendent of Works Head Land Surveyor *formerly Head Surveyor* Senior Land Surveyor *formerly Senior Surveyor* Land Surveyor *formerly Surveyor* Technical Officer (Civil Engineering) Technical Officer (Materials Testing Laboratory) Technical and Mechanical Officer	**Sir Seewoosagur Ramgoolam Botanical Garden Trust**	Botanist Technical Officer/Senior Technical Officer
		Small Farmers Welfare Fund	Programme Welfare Officer Technical Officer
		Sugar Insurance Fund Board	Supervisor (Office/Field) *formerly Area Manager Field/Operations Supervisor* Operations Manager Land Surveyor
		Sugar Industry Labour Welfare Fund	Commissioner, Community Development Deputy Commissioner, Community Development Principal Community Development Officer Senior Community Development Officer Senior Inspector Inspector Safety and Health Officer/Senior Safety and Health Officer Supervisor, Dressmaking and Related Craft

***ANNEX II** (Contd.)*

ORGANISATION	GRADE	ORGANISATION	GRADE
Tourism Authority	Examiner (New Grade) Assistant Examiner Principal Tourism Enforcement Officer Senior Tourism Enforcement Officer Tourism Enforcement Officer	**Wastewater Management Authority**	Chief Works Inspector Senior Land Surveyor Land Surveyor Principal Technical Design Officer Safety and Health Officer/ Senior Safety and Health Officer Senior Scientific Officer Scientific Officer Senior Technical Officer (Mechanical and Electrical) Senior Technical Officer (Civil) Senior Inspector of Works *formerly Senior Works Inspector* Technical Officer (Civil) Technical Officer (Mechanical and Electrical)
Tourism Employees Welfare Fund	Programme Welfare Officer		
Town and Country Planning Board	Administrative Manager Chief Planning Inspector Senior Planning Inspector Planning Inspector		
Trust Fund for Specialised Medical Care (Cardiac Centre)	Specialised Perfusionist/Senior Specialised Perfusionist		
Université des Mascareignes	Senior Lecturer Lecturer		
University of Mauritius	Senior Lecturer Senior Lecturer (Personal) Lecturer		
University of Technology, Mauritius	Senior Lecturer Senior Lecturer (Personal) Lecturer		

***ANNEX II** (Contd.)*

List of grades eligible for loan to purchase a 70 % duty exempted car for official travelling

LOCAL AUTHORITIES

CITY AND MUNICIPAL COUNCILS

DISTRICT COUNCILS

Grade

Assistant Chief Executive

Building Inspector

Chief Building Inspector

Chief Health Inspector

Chief Inspector of Works

Chief Welfare Officer

Deputy Chief Executive

Deputy Superintendent of Parks and Gardens

Engineering Assistant

Financial Operations Officer (Personal to incumbent in post as at 30.06.08)

Land Surveyor

Planning and Development Inspector

Principal Health Inspector

Principal Welfare Officer

Safety and Health Officer/Senior Safety and Health Officer

Senior Building Inspector

Senior Health Inspector

Senior Inspector of Works

Senior Usher/Prosecutor (Personal)

Superintendent of Parks and Gardens

ANNEX III

List of grades eligible for loan to purchase an autocycle/motorcycle for official travelling

CIVIL SERVICE

MINISTRY/ DEPARTMENT	GRADE
Prime Minister's Office, Ministry of Defence, Home Affairs and External Communications, Ministry of Finance, Ministry for Rodrigues and Outer Islands **Reforms Institutions and Rehabilitation Youth Centre**	Principal Officer, Rehabilitation Youth Centre Senior Officer, Rehabilitation Youth Centre Officer, Rehabilitation Youth Centre Principal Woman Officer, Rehabilitation Youth Centre Senior Woman Officer, Rehabilitation Youth Centre Woman Officer, Rehabilitation Youth Centre
Mauritius Police Force	Inspector of Police Band Inspector Woman Police Inspector Sub-Inspector of Police Band Sub-Inspector Woman Sub-Inspector of Police
Mauritius Police Force (Contd.)	Police Sergeant Band Sergeant Woman Police Sergeant Police Corporal Band Corporal Woman Police Corporal Police Constable Band Constable Woman Police Constable Cadet Officer (Communication Engineer) Cadet Officer (Electrical and Mechanical Engineer) Cadet Officer (Graduate) Cook (On roster)
Mauritius Prison Service	Principal Woman Prisons Officer Principal Prisons Officer Woman Prisons Officer/Senior Woman Prisons Officer Prisons Officer/Senior Prisons Officer Cook (On roster)
Statistics Mauritius	Statistical Officer/Senior Statistical Officer

***ANNEX III** (Contd.)*

MINISTRY/ DEPARTMENT	GRADE	MINISTRY/ DEPARTMENT	GRADE
Ministry of Housing and Lands	Principal Survey Technician	**Blue Economy and Fisheries Division**	Senior Fisheries Protection Officer
	Senior Survey Technician		Fisheries Protection Officer
	Survey Technician		
		Mauritius Maritime Training Academy	Petty Officer
Valuation Department	Property Valuation Inspector		
Ministry of Agro-Industry, Food Security, Blue Economy and Fisheries		**Ministry of National Infrastructure**	Assistant Inspector of Works (Personal)
			Inspector of Works
			Chief Tradesman
Agricultural Services	Hatchery Operator		Field Supervisor
Forestry Services	Principal Forest Conservation and Enforcement Officer		Senior Field Supervisor
	Senior Forest Conservation and Enforcement Officer		Foreman
	Forest Conservation and Enforcement Officer	**Energy Services Division**	Chief Electrician
			Chief Plant Mechanic
			Foreman
National Parks and Conservation Service	Senior Park Ranger		Inspector (Personal)
	Park Ranger		
	Assistant Park Ranger		

***ANNEX III** (Contd.)*

MINISTRY/ DEPARTMENT	GRADE	MINISTRY/ DEPARTMENT	GRADE
Ministry of Health and Wellness	Ambulance Care Attendant (On shift) Senior Supervisor, Rodent Control Supervisor, Rodent Control Assistant Supervisor, Rodent Control Community Health Development Motivator Community Health Rehabilitation Officer Cook (On roster) Senior Health Surveillance Officer Health Surveillance Officer Hospital Executive Assistant (on shift) Chemical Sprayer Operator *formerly Insecticide Sprayer Operator* Mortuary Attendant (on roster) Motivator (Community Health) Public Health and Food Safety Inspector Rodent Control Attendant Senior Statistical Officer Statistical Officer Time Keeper (Health) Ward Assistant (Male and Female)	**Ministry of Social Integration, Social Security, and National Solidarity**	Higher Social Security Officer
		Ministry of Energy and Public Utilities **Water Resources Unit**	Gauge Reader
		Ministry of Youth and Sports	Coach Senior Coach Foreman Swimming Pool Attendant/Senior Swimming Pool Attendant (On roster) *formerly Swimming Pool Attendant (On roster)*
		Ministry of Labour and Industrial Relations	Employment Counselling Officer
		Ministry of Local Government	Assistant Inspector of Works (Personal) Inspector of Works *formerly Inspector*
		Mauritius Fire and Rescue Service	Firefighter Lead Firefighter (New Grade) Sub Fire Officer Station Fire Officer

ANNEX III *(Contd.)*

List of grades eligible for loan to purchase an autocycle/motorcycle/scooter for official travelling

RODRIGUES REGIONAL ASSEMBLY

GRADE

Ambulance Care Attendant (on shift)

Apicultural Officer

Assistant Inspector of Works (Personal)

Chief Forest Conservation and Enforcement Officer

Chief Tradesman

Coach

Community Health Rehabilitation Officer

Cook (on roster)

Employment Counselling Officer (New Grade)

Employment Officer (Personal to officers in post as at 31.12.2025)

Field Assistant

Field Supervisor

Firefighter

Fisheries Protection Officer

Foreman

Forest Conservation and Enforcement Officer

Higher Social Security Officer

Hydrological Technician

Chemical Sprayer Operator
formerly Insecticide Sprayer Operator

Inspector of Works

Mortuary Attendant (on roster)

Principal Forest Conservation and Enforcement Officer

GRADE **ANNEX III** *(Contd.)*

Principal Prisons Officer

Prisons Officer/Senior Prisons Officer

Inspector (Health and Food Safety)

Senior Coach

Senior Field Supervisor

Senior Fisheries Protection Officer

Senior Forest Conservation and Enforcement Officer

Senior Statistical Officer

Station Fire Officer

Statistical Officer

Sub Fire Officer

Woman Prisons Officer/Senior Woman Prisons Officer

ANNEX III *(Contd.)*

List of grades eligible for loan to purchase an autocycle/motorcycle for official travelling

PARASTATAL AND OTHER STATUTORY BODIES

MINISTRY/ DEPARTMENT	GRADE	MINISTRY/ DEPARTMENT	GRADE
Central Water Authority	Assistant Inspector of Works (Personal) *formerly Assistant Inspector (Personal)* Assistant Inspector of Works (Roster – Day and Night) (Personal) *formerly Assistant Inspector (Roster – Day and Night)* Chief Tradesman (Personal) Inspector of Works *formerly Inspector* Inspector of Works (Roster – Day and Night) *formerly Inspector (Roster – Day and Night)* Senior Meter Reader Meter Reader	**Irrigation Authority**	Driver (Roster) Field Officer/Senior Field Officer Field Supervisor (Roster) Irrigueur (Roster) Social Facilitator Supervisor (Irrigation) (Roster)
		Mauritius Cane Industry Authority	Agricultural Machinery Operator Agricultural Machinery Operator (Personal) Technical Assistant/Senior Technical Assistant
		National Women's Council	Programme Assistant
Food and Agricultural Research and Extension Institute	Senior Extension Support Officer *formerly Senior Extension Assistant* Extension Support Officer *formerly Extension Assistant*	**Road Development Authority**	Assistant Inspector of Works (Personal) Inspector of Works Chief Tradesman Senior Field Supervisor Field Supervisor Foreman

ANNEX III (Contd.)

MINISTRY/ DEPARTMENT	GRADE	MINISTRY/ DEPARTMENT	GRADE
Sugar Insurance Fund Board	Field Officer/Senior Field Officer		
Sugar Industry Labour Welfare Fund	Community Development Officer		
Wastewater Management Authority	Assistant Inspector of Works (Personal) *formerly Assistant Works Inspector (Personal)* Inspector of Works *formerly Works Inspector* Head Operative		

ANNEX III *(Contd.)*

List of grades eligible for loan to purchase an autocycle/motorcycle for official travelling

LOCAL AUTHORITIES

CITY AND MUNICIPAL COUNCILS

DISTRICT COUNCILS

GRADE

Assistant Building Inspector

Assistant Inspector of Works (Personal)

Burial Ground Attendant

Cadastral Officer

Chief Controller of Works

Field Supervisor

Field Supervisor (Scavenging) (Roster)

Financial Operations Officer/Senior Financial Operations Officer

(formerly Tax Controller)

Foreman

Groundsman

Health Inspector

Inspector of Works

Overseer

Overseer (Drains and Works)

Overseer (Parks and Gardens)

Planning and Development Assistant

Refuse Collector

Senior Overseer

***ANNEX III** (Contd.)*

GRADE

Senior Welfare Officer

Supervisor (Lighting Section)

Supervisor (Lighting Section) (Personal)

Supervisor Infant School

Usher/Prosecutor/ Senior Usher/Prosecutor

Welfare Officer

Workshop Supervisor



16.3 PASSAGE BENEFIT SCHEME

16.3.1 The Passage Benefit Scheme, an important component of Conditions of Service of public officers, was introduced in the colonial days for the purpose of assisting expatriates in travelling from Mauritius to their home country. It has, over time, undergone fundamental changes and the scheme, as it stands today, is opened to all public officers employed on permanent and pensionable terms subject to satisfying certain conditions. Its usage is not limited to travel or travel-related expenses, but has been enlarged to accommodate certain needs of the beneficiaries.

16.3.2 For this Report, proposals were made by Federations to allow officers to use their Passage Benefit even when the accumulated balance is less than Rs 10000 and to review the eligibility criteria and accrual rate of Passage Benefit, among others. The Ministry of Finance (MoF) on its side, requested for a review of the Passage Benefit Scheme in view of its incidence on public finance.

16.3.3 At present, officers eligible for Passage Benefit are allowed to make use of their accumulated balance for the following purposes:

(i) for travel purposes for themselves and the immediate members of their family;

(ii) to cover expenses during travel other than for their air tickets or cash wholly/partly the balance of their accumulated Passage Benefit at the time of travel;

(iii) for medical treatment either locally or abroad, for themselves or the immediate members of their family;

(iv) for the purpose of renovation/construction of their primary residence;

(v) to pay the fees in connection with School Certificate/Higher School Certificate examinations; or vocational training for their wards as well as for the payment of university fees for themselves and their wards, either locally or abroad; and

(vi) for expenses incurred in relation to vacation spent at hotels/inland recreational resorts upon production of documentary evidence. This is also applicable to officers serving in our mission.

16.3.4 For any other purpose other than those mentioned in the preceding paragraph at (i) – (vi), officers are allowed to cash up to 90% of their accumulated Passage Benefit.

16.3.5 Officers are allowed to use their accumulated Passage Benefit provided that the balance standing to their credit is Rs 10000 or more, except for the payment of examination/university fees, where officers may encash their balance of Passage Benefit, though it is less than Rs 10000.

16.3.6 Furthermore, if both spouses are public officers, they should be allowed to use their Passage Benefit jointly provided their aggregate accumulated balance is not less than Rs 20000.

Proposal of Ministry of Finance

16.3.7 For this Report, the MoF apprised the Bureau that in recent years, expenditure with respect to the payment of Passage Benefit has increased substantially. According to the Ministry, as at date, 97% of the amount allocated for financial year 2025/2026 has already been disbursed and it was observed that the over abundant applications were mostly in respect of non-travel purposes. The MoF views that these uses of Passage Benefit do not align with the original intent of the Scheme and are consequently exerting heavy pressure on public finances.

16.3.8 Request has therefore been made for a review of the Scheme so as to ensure its long-term sustainability and avoid pressure on the National Budget.

16.3.9 After carefully examining the proposal and taking into account the precarious state of the economy and the rapid depletion of the funds appropriated for passages due to the encashment of this benefit, we consider that, some sort of safeguard, as a temporary and time bound measure, may be effective in addressing the situation until the state of public finances improves. We are, therefore, revisiting the Passage Benefit Scheme.

Earning Rate of Passage Benefit

Recommendation 1

16.3.10 We recommend that:

(a) officers on permanent and pensionable establishment drawing a minimum monthly salary of Rs 37290 or reckoning at least five years' service should earn Passage Benefit at the rate of 5% of the gross salaries annually; and

(b) officers should not earn Passage Benefit during probationary period, vacation leave, vacation leave taken as casual leave or reckoned for late arrivals or taken at a stretch or on and off in case of demise of a near relative, sick leave in excess of 21 working days in any calendar year, maternity leave, adoption leave, paternity leave, study leave with or without pay, injury leave, interdiction period, accumulated sick leave taken prior to retirement and leave without pay.

Usage of Passage Benefit

Recommendation 2

16.3.11 We recommend that eligible officers should be allowed to make use of their accumulated Passage Benefit as provided at paragraphs 16.3.3, 16.3.5 and 16.3.6.

16.3.12 We further recommend that, as a temporary measure, up till January 2028:

(i) officers may encash part or whole amount of their Passage Benefit for travel/travel expenses, medical treatment and educational fees; and

(ii) a maximum of 50% of the accumulated balance of Passage Benefit may be encashed for renovation/construction of their house; vacation at hotels/inland recreational resorts AND for any other purpose.

16.3.13 For the purpose of implementation, the term "immediate members of the family" is deemed to mean the officer's spouse, children, parents, brother, sister, father-in-law and mother-in-law.

Payment of Passage Benefit in Specific Cases

Recommendation 3

16.3.14 We recommend that:

(i) officers working during their pre-retirement leave should be allowed to earn Passage Benefit at the same rate as per recommendation at paragraph 16.3.10 (a);

(ii) officers who resign from the Public Service should be paid *in toto* the accumulated Passage Benefit standing to their credit;

(iii) officers should be paid the full amount of the Passage Benefit standing to their credit at the time of retirement; and

(iv) on the demise of a beneficiary, the outstanding accumulated Passage Benefit should be paid *in toto* to the heirs.



16.4 LEAVE

16.4.1 Paid leave is among the most valued employee benefits worldwide. It is an authorised absence from duty, granted for different purposes comprising health/medical, recreational, studies, personal, among others. Leave Without Pay also exists to cater for various circumstances. These are reported under their respective section.

16.4.2 For this Report, the Bureau received an array of representations with respect to the different leaves from both the Federations and staff side, as well as from the Ministry of Public Service and Administrative Reforms (MPSAR). All submissions have been studied and where, deemed relevant, we have reviewed or improved certain provisions for the benefit of our stakeholders. We have equally stressed on the importance of a proper Leave Management System in the whole Public Sector. Moreover, considering the panoply of leaves obtainable in the Public Service, we hold that new recruits should be made aware of same and on the rules governing them.

Leave Management System

16.4.3 Leave, if not properly managed, may seriously impact on the performance of an organisation. It may affect the entity's finance, result in time-consuming lawsuit and lead to strained relations between Management and staff side.

16.4.4 In the Civil Service, an e-HR System comprising the Core-HR Module and the Leave Management System (LMS) has been implemented. A phased approach was adopted for its implementation and E-HR Unit is responsible to look into all related issues. Since Government is laying much emphasis on the digitalisation of public services, we consider that such system should exist in the whole Public Sector.

Recommendation 1

16.4.5 We recommend that the Ministry of Public Service and Administrative Reforms should ensure that all public sector organisations are equipped with such e-HR system or equivalent, for an effective leave management of employees.

16.4.6 We further recommend that for a proper leave management on the part of employees, the HR staff should provide new recruits relevant information on the different types of leave that exist in the service and on the rules governing them.

Casual Leave

16.4.7 Casual Leave enables officers to attend to personal matters including religious obligations and recreation purposes. It is an authorised paid absence of an employee from duty and can be spent locally or abroad and can be combined with Vacation Leave. The grant of Casual Leave is governed by certain conditions.

16.4.8 In the context of this review, the Federations' representations were mainly geared towards the refund of unutilised Casual Leave to all officers and an increase in the Casual Leave entitlement. On the official side, the MPSAR submitted for officers to be eligible for Casual Leave on a *pro-rata* basis upon resuming work after a period of Leave Without Pay.

16.4.9 The Bureau has analysed the submissions and considers that in view of the various types and number of days of leave employees may avail of per year, the existing Casual Leave entitlement, when compared with what obtains internationally, is adequate to meet their needs for absences. We are, therefore, bringing no change thereto, save for providing clarification on unused days of Casual Leave that may be carried forward.

Recommendation 2

16.4.10 We recommend that:

(i) the quantum of Casual Leave should continue to be 11 working days in each calendar year;

(ii) an employee who has exhausted all his Casual Leave may, subject to the exigencies of service, be allowed in any calendar year, to take up to five days from his total accumulated Vacation Leave which may be taken either at a stretch or on and off;

(iii) an employee may, in addition to the provision at (ii) above, be authorised to take up to five days out of his Vacation Leave either at a stretch or on and off, in case of the demise of a near relative (father, mother, brother, sister, husband, wife, son, daughter, father-in-law, mother-in-law); and

(iv) to the extent it is possible, Supervising Officers should continue to monitor the application and approval of Casual Leave, which should be granted subject to prior approval. In cases of application for Casual Leave taken without prior approval on ground of unforeseen circumstances, Supervising Officers should satisfy themselves of the reasonableness of the ground prior to approving such leave, otherwise it should be considered as unauthorised leave.

16.4.11 Notwithstanding the recommendation at paragraph 16.4.10 above, the Bureau recommends that the following provisions for the grant of Casual Leave should be adhered to:

(i) an employee on appointment in a substantive capacity, whether directly or after a period of temporary service of less than one year, is eligible for Casual Leave on a *pro-rata* basis in the year of appointment;

(ii) on being appointed in a substantive capacity, an employee who has served in a casual/temporary capacity for a period of more than a year

is eligible for the full quantum of Casual Leave less Annual Leave already taken since the beginning of the year;

(iii) an employee serving for a period of less than a complete calendar year for any of the following reasons: leave prior to retirement/resignation; Leave With/Without Pay; Injury Leave; and interdiction, is eligible to the full quantum of Casual Leave for the calendar year;

(iv) an employee, who is absent from duty for a complete calendar year for any of the following reasons: leave prior to retirement/resignation; Leave With/Without Pay; Injury Leave; and interdiction, is not eligible for Casual Leave for the calendar year;

(v) Casual Leave should be taken in the calendar year it falls due and unutilised days are normally non-accumulative. However, an employee who, owing to the exigencies of service, cannot be granted part or whole of his Casual Leave entitlement, may be allowed by his Supervising Officer to carry over such leave to the following year, provided that the quantum of his Casual Leave in any particular year does not exceed his normal entitlement for two years. Additionally, Casual Leave carried forward once but which has remained unutilised at the end of the calendar year during which it has been carried forward, should lapse; and

(vi) Casual Leave may be spent locally or overseas and can be combined with Vacation Leave only in cases where the Casual Leave or Vacation Leave alone, is not sufficient to cover the number of days required. This provision shall mandatorily be subject to the approval of the Supervising Officer.

Casual Leave on Saturday for Employees Working on a Six-day Week Basis

16.4.12 At present, Casual Leave taken on a Saturday by an employee working on a six-day week and scheduled to work up to a maximum of four hours on Saturdays, is reckoned as half a day's Casual Leave. Since this provision is considered fair and reasonable, it is being maintained.

Recommendation 3

16.4.13 We recommend that absences on a Saturday for employees working on a six-day week basis and scheduled to work up to a maximum of four hours on a Saturday should continue to be reckoned as half a day's Casual Leave.

Annual Leave Entitlement for Employees not holding substantive appointment including Trainee Educators (Primary and Secondary) and Part-Time Employees

16.4.14 The current Annual Leave entitlement for employees not holding a substantive appointment as well as Trainees other than Trainee Educators (Primary and Secondary) are, after completing one year's service as follows:

(i) 14 working days for those working five days a week; and

(ii) 16 working days for those working six days a week.

16.4.15 Trainee Educators (Primary and Secondary) are entitled to 10 working days of Annual Leave after the first year of training.

16.4.16 The provisions regarding Annual Leave entitlement for Part-Time employees are as follows:

(i) 14 working days where the part-time work covers five days or more in a week and incumbent has been in continuous employment for a period of 12 consecutive months;

(ii) the quantum of Annual Leave is pro-rated where the part-time work covers less than five days a week and incumbent has been in continuous employment for a period of 12 consecutive months; and

(iii) a day of leave is reckoned as the day or part thereof the officer is expected to be on duty.

16.4.17 The provisions governing Annual Leave entitlement for employees not holding substantive appointment including Trainee Educators (Primary and Secondary) and Part-time employees as mentioned above are still valid and should continue to prevail.

Vacation Leave

16.4.18 Vacation Leave is among the different types of paid leave granted to employees on permanent and pensionable establishment for recreational and recuperation purposes and for attending to personal obligations, among others. Its main intent is to provide eligible employees the opportunity to avail themselves of periodic breaks to unplug from their job responsibilities with a view to maintaining a high standard of mental, emotional and physical conditioning.

16.4.19 Vacation Leave may also be granted for convalescence purpose to an officer on termination of his approved Sick Leave.

Conditions Governing Vacation Leave

16.4.20 Earning of Vacation Leave is by virtue of the employee's effective service as from the day of his substantive appointment, notwithstanding the capacity in which he is employed. It is computed on a *pro-rata* basis in respect of the actual period served. Normally, Vacation Leave is accumulative and is not granted in advance. Such leave may be spent either locally or abroad.

16.4.21 The minimum period of Vacation Leave granted to an employee is seven days which is normally taken at a stretch, except where it is granted as Casual Leave when it can be taken at a stretch or on and off basis, subject to a maximum of five working days annually. In circumstances where the number of days' leave

required, either Casual or Vacation, is insufficient, Vacation Leave can be combined with Casual Leave.

16.4.22 Vacation Leave is earned for the period of effective service. Officers, therefore, do not accumulate this leave during Vacation Leave, Vacation Leave taken as Casual Leave, Sick Leave in excess of 21 working days in any calendar year, accumulated Sick Leave taken as leave prior to retirement, Leave Without Pay, Study Leave With/Without Pay, leave taken for revision and examination purposes, Maternity Leave, Adoption Leave, Paternity Leave, Injury Leave and during interdiction period.

Vacation Leave Earning Rate and Ceiling

16.4.23 Almost all our stakeholders have requested for an increase in the yearly Vacation Leave entitlement, as has also been the case for past reviews. Vacation Leave in the Public Sector is by far more attractive than what obtains in the Private Sector, the moreso it is accumulative, subject to a maximum of 210 days. This ceiling is comparatively generous when considering what prevails in other countries.

16.4.24 Against this background and considering the range of leave that exists in the Public Sector, the Bureau is keeping a *status quo* on the existing provision governing Vacation Leave earning rate and its ceiling.

Recommendation 4

16.4.25 We recommend that:

(i) the annual Vacation Leave earning rate and the maximum leave that can be accumulated for employees on the Permanent and Pensionable Establishment should be as enunciated hereunder:

Length of service (years)	Annual Vacation Leave Earning Rate (days)	Maximum leave that can be accumulated (days)
Up to 5	25	105
5+ to 10	30	140
10+ to 15	35	175
Over 15	35	210

(ii) during school holidays, Teachers of the Pre-Primary schools, Primary School Educators and Educators (Secondary) should not earn Vacation Leave save for those periods when they are officially in attendance. Moreover, their Vacation Leave entitlement should continue to be governed by the appropriate provisions made in the

Chapter regarding the Ministry of Education and Human Resource in Volume 2 Part I of this Report;

(iii) the maximum Vacation Leave that can be used as Casual Leave should be five days to cater for absences in case of the demise of a near relative (father, mother, brother, sister, husband, wife, son, daughter, father-in-law, mother-in-law) or to look after the family around the time of a child's birth, notwithstanding the conditions related to the purpose and grant of Vacation Leave; and

(iv) in case of demise of an officer holding a substantive appointment, the balance of Vacation Leave standing to the credit of the deceased officer should be refunded to the heirs at the rate of $^{1}/_{30}$ of the last monthly salary per day.

Length of Service

16.4.26 One determinant for earning Vacation Leave is the length of service of an officer, which starts from the date he joins the Public Service and begins to be paid from public funds irrespective of the capacity in which he joins. Any period of break or Leave Without Pay or secondment to outside bodies or organisations, with or without approved status, is discounted from the length of service qualifying for Vacation Leave. In view of its continued relevance, we are maintaining the existing provision.

Recommendation 5

16.4.27 We recommend that any period of break or Leave Without Pay or secondment to outside bodies or organisations with or without approved status, should continue to be discounted from the length of service qualifying for Vacation Leave.

Planning of Vacation Leave

16.4.28 Periodic breaks from work benefit employees in numerous ways, namely through improved productivity, better mental health, lower turnover rates and higher job satisfaction. In this perspective, public officers are encouraged to avail of their Vacation Leave, as far as possible, every year.

16.4.29 To circumvent any interruption in the service delivery, planning of Vacation Leave at the beginning of each calendar year is compulsory. This ensures that organisations have the required number of human resources for business continuity and thereby avoiding conflicting situations among the staff. Pursuant to the foregoing, the existing provisions are being replicated.

Recommendation 6

16.4.30 We recommend that:

(i) employees should be allowed to take periodic breaks from their work and avail of their Vacation Leave, as far as possible, every year; and

(ii) Supervising Officers and Heads of Departments should obligatorily carry out an HR Planning exercise and establish a "Vacation Leave Scheduling Programme" at the beginning of each calendar year to ensure that an adequate number of staff is available for business continuity and for maintaining a harmonious working environment.

Accumulation of Vacation Leave above Authorised Ceiling

16.4.31 In principle, an officer ceases to earn Vacation Leave once he has accumulated same up to the prescribed ceiling, and forfeits any untaken Vacation Leave beyond the ceiling. However, exceptionally, he is allowed to earn and accumulate Vacation Leave in excess of the normal maximum ceiling as encapsulated below:

(a) Sensitive and Critical/Essential Areas

Where the services provided by grades with a small establishment size (one or two) are of vital importance involving either formulation of policy at the highest level or member of personnel responsible for the security of the country or of essential services where the release of the incumbent(s) would significantly disturb the smooth running of the activities of the organisation.

(b) Scarcity Areas/Skills in Short Supply

Grades, requiring professional or technical qualifications, which have registered a vacancy rate of 20% and above for a continuous period of 1½ years or more and where despite several recruitment attempts, the vacancies have remained unfilled.

(c) Exigencies of Service

Where the exigencies of service cannot allow the release of the incumbent(s) since the remaining staff would not be able to fully cope or deliver during the absence of the officer(s).

16.4.32 As the existing provisions remain relevant, no amendments are being brought thereto.

Recommendation 7

16.4.33 We recommend that an employee should, to the extent possible, apply for Vacation Leave before reaching his normal maximum entitlement, as such leave is meant to be taken during the year.

16.4.34 We also recommend that subject to the approval of the MPSAR, an employee who qualifies by virtue of paragraph 16.4.31 above should only be allowed to earn and accumulate Vacation Leave over and above his normal entitlement provided that:

(i) he has applied for Vacation Leave in writing which, on account of exigencies of service or other reasonable grounds, could not be acceded to by the Supervising/Responsible Officer or the Authorities; and

(ii) the employee has been so notified in writing as well as of the alternative date on which he could be granted the leave.

16.4.35 We further recommend that:

(i) any accumulated Vacation Leave over and above the normal maximum entitlement should be kept in a separate account known as "Beyond Ceiling Vacation Leave Account";

(ii) the maximum Vacation Leave which may be accumulated over and above the Vacation Leave ceiling should not exceed 50% of the maximum accumulated Vacation Leave entitlement for the incumbent. Such leave should either:

(a) be taken as leave prior to retirement or earlier; or

(b) be cashed at the time of retirement at the rate of 1/30 of the last monthly salary per day, provided the officer would retire on the day he would normally have proceeded on pre-retirement leave; and

(iii) an employee who has accumulated Vacation Leave beyond the authorised ceiling and who subsequently proceeds on Vacation Leave should take all his accumulated Vacation Leave under the normal scheme prior to taking his accumulated Vacation Leave beyond ceiling from his "Beyond Ceiling Vacation Leave Account".

16.4.36 We additionally recommend that the above provision should equally apply in all those organisations where, by virtue of a specific recommendation, such provision exists.

Sick Leave

16.4.37 Paid Sick Leave forms an integral part of our leave package. It enables employees to be absent from work on grounds of illness, injury or other health-related issue and to seek the necessary medical treatment, if so required, without forsaking their salary.

16.4.38 The provisions regarding Sick Leave have evolved over time to respond to the exigencies of service and societal changes. In the same vein, we have, in our previous report, extended the outreach of this condition to allow officers to avail of their Sick Leave for convalescence purpose and to attend to medical appointments as well as routine health checks.

16.4.39 Following changes in legislation, an employee may avail of his Sick Leave to take care of his sick child, provided he notifies his Supervising Officer on the first day of his absence. Where an officer absents himself for more than three consecutive working days, it is incumbent upon him to submit a Medical Certificate certifying that his child is sick. In addition, as per MPSAR Circular Letter No. 29 of 2024,

an officer may use up to 10 days' leave to care for his parents and grandparents with health-care related issues.

16.4.40 It is further incumbent upon an officer to inform his immediate supervisor of any absence on ground of sickness and same would be reckoned as Sick Leave only after being approved by his Supervisor. In practice, any Sick Leave is to be reported on the same day of absence at the earliest to allow for any arrangement to be made, where deem necessary, so as not to disrupt work continuity. In the event Sick Leave is taken for more than three consecutive working days, the officer shall, on the fourth day of his absence, submit a Medical Certificate or documentary evidence to explain his prolonged absence.

16.4.41 As a safeguard, a Supervising Officer may, where malingering is suspected, require an officer to provide a Medical Certificate or documentary evidence, even for one day of absence. Moreover, a Supervising Officer may, upon the sick leave record of an officer being unsatisfactory, arrange for the latter to be examined by a medical board to determine his fitness for duty.

16.4.42 For this review, the Federations requested for officers to be allowed to avail of one-quarter ($^1/_4$) Sick Leave to attend to medical or any other health-related appointments, given that in most cases, only a few hours of leave are required to attend to same. We consider the proposal relevant and are recommending accordingly.

16.4.43 As regards requests from the MPSAR, demand was made for a few recommendations to be reviewed namely, grant of Sick Leave to attend to medical appointments and routine health checks as well as advance sick leave. These have been studied taking into consideration any repercussion that this may trigger.

16.4.44 Following the publication of the last Report, no major implementation problem in respect of Sick Leave has been encountered, except for a few clarifications provided by the Bureau to stakeholders.

16.4.45 For this Report, we are improving as well as revisiting a few recommendations, where we consider relevant for a more consistent implementation across our remit group. Moreover, given that our Sick Leave scheme is already generous, we deem it reasonable to maintain existing recommendations, as far as possible. These are being listed in the ensuing paragraphs.

One Quarter Sick Leave

16.4.46 Further to a proposal from the Federations for officers to be allowed to avail of one- quarter Sick Leave in specific circumstances, we are making an appropriate recommendation.

Recommendation 8

16.4.47 We recommend that officers should be allowed to avail of one-quarter Sick Leave for the purpose of attending to medical or any other health-related appointment and routine health checks.

Sick Leave for Officers holding a Substantive Appointment

16.4.48 Most of the existing provisions governing Sick Leave for officers holding a substantive appointment have been maintained, save for some amendments brought in a few cases.

Recommendation 9

16.4.49 We recommend that officers holding a substantive appointment should be governed by the following provisions:

(i) an entitlement of 21 working days on full pay on a yearly basis;

(ii) untaken Sick Leave at the end of the year shall be accumulated in a bank of Sick Leave up to a maximum of 110 days;

(iii) when the bank ceiling has been reached, a maximum of 16 untaken days out of the annual entitlement of 21 days is paid in cash at the rate of $^{1}/_{22}$ of monthly salary per day;

(iv) where an officer has exhausted all his Sick Leave, that is, both annual entitlement and bank, he is, in exceptional cases only and on the recommendation of the Ministry of Health and Wellness (MOHW), granted not more than twice in his career, additional sick leave up to a maximum of six months on full pay followed by six months on half pay, inclusive of non-working days. Such leave, is considered as an "advance" and therefore, is not to be granted consecutively. It should first be refunded on the officer's resumption of duty at a rate of 14 days annually. The quantum to be refunded shall be one day for each working day of Sick Leave with full pay and half day for each working day of Sick Leave on half pay. For a more consistent implementation of this recommendation, an officer should not be granted a second advance unless he has fully refunded the first one. Additionally, any unutilised days of Sick Leave at the end of the year is used to offset the leave advanced. No officer shall be allowed to cash or "bank" Sick Leave until all leave advanced has been refunded;

(v) an officer who has been granted six months' Sick Leave on full pay and is subsequently granted Sick Leave on half pay, may opt to use his accumulated Vacation Leave instead of Sick Leave on half pay;

(vi) officers who opted to retain their accumulated Sick Leave in excess of 90 days as at 30 June 1993 and who genuinely are in need of additional Sick Leave after having exhausted their annual entitlement and "bank",

are allowed on a case-to-case basis to make use of the excess Sick Leave, upon recommendation of the MOHW and subject to the approval of the MPSAR;

(vii) when any period of leave (vacation, casual, study leave with or without pay) has been exhausted, any period of illness abroad should be on no pay. Nonetheless, any period of hospitalisation should be reckoned against the officer's Sick Leave entitlement upon production of documentary medical evidence and subject to the recommendation of the MOHW and approval of the MPSAR;

(viii) in critical cases, an officer who is abroad and unable to travel back owing to convalescence, rehabilitation or any other genuine medical reasons and irrespective of whether he is hospitalised or not, may, on a case-to-case basis, be granted Sick Leave against his entitlement subject to the production of documentary medical evidence and recommendation of the MOHW and approval of the MPSAR;

(ix) an officer may be granted, on a case-to-case basis, Sick Leave to follow treatment abroad, even though hospitalisation is not warranted, upon production of documentary medical evidence and recommendation of the MOHW, certifying that the officer should proceed abroad for medical treatment not available locally and subject to the approval of the MPSAR;

(x) at the time of retirement, Sick Leave accumulated in bank may either be cashed in full at the rate of $^{1}/_{22}$ of the monthly salary of the retiring officer per day or may be taken as leave prior to retirement, to be reckoned against working days;

(xi) in exceptional cases, where the health condition of an officer is critical or life-threatening and requires immediate medical treatment in a private clinic either locally or abroad, he may be allowed, prior to his retirement, to cash the full balance of the Sick Leave accumulated in bank at the rate of $^{1}/_{22}$ of his monthly salary per day, subject to the production of documentary medical evidence and recommendation of the MOHW and approval of the MPSAR;

(xii) pursuant to the preceding provision, upon refund of the accumulated Sick Leave, the officer would no longer be eligible to accumulate any unutilised Sick Leave and would, therefore, not qualify for any refund of unutilised Sick Leave until his retirement from the service;

(xiii) accumulated Sick Leave in bank to be refunded to an officer resigning from employment or to the heir(s) of an officer who has passed away, should be *in toto* (100%); and

(xiv) all cases not falling within the ambit of the existing recommendations should be referred to the High Powered Committee for consideration through the MPSAR.

Prolonged Advance Sick Leave in Exceptional Cases

16.4.50 Paragraph 16.4.49 (iv) provides for the grant of advance Sick Leave for six months on full pay followed by six months on half pay, among others, and such leave may be granted only twice in an officer's career. However, same is not to be granted consecutively as the leave is meant as an advance, which has to be reimbursed, prior to availing of a final round of Sick Leave.

16.4.51 Following 2021 PRB Report, a few requests were submitted to the High Powered Committee (HPC) for the grant of such leave consecutively owing to the specific health condition of the officer, which required immediate additional leave to pursue his medical treatment. We view that a specific provision is warranted in respect thereof.

Recommendation 10

16.4.52 We recommend that, further to provision made at paragraph 16.4.49 (iv) of this Report, advance Sick Leave may be granted consecutively subject to the recommendation of the MOHW and approval of the High Powered Committee, based on the genuineness of the case.

Sick Leave for Officers not holding a Substantive Appointment

16.4.53 An officer is not eligible for paid Sick Leave during his first year in service. However, those who, after one year of continuous employment in the service, do not hold a substantive appointment, are entitled to Sick Leave as follows:

(i) a yearly entitlement of 12 working days on full pay;

(ii) after exhausting the 12 days' Sick Leave entitlement, he may, in case of prolonged illness and upon production of a Medical Certificate, be granted up to a maximum of 14 additional working days on full pay;

(iii) in exceptional cases, further Sick Leave may be granted on half pay for a maximum period of 62 working days', subject to the production of documentary medical evidence and upon recommendation of the MOHW and approval of the MPSAR;

(iv) any paid Sick Leave in excess of the 12 working days granted over a period of one calendar year is considered as an advance, which should be refunded on the officer being appointed substantively, at the rate of 14 days a year; and

(v) unutilised Sick Leave up to a maximum of seven days out of the annual entitlement of 12 working days, is paid in cash each year at the rate of $^{1}/_{22}$ of the monthly salary per day.

16.4.54 We consider the abovementioned provisions to be adequate and should continue to prevail.

Sick Leave for Part-Time Employees

16.4.55 Provisions exist regarding the entitlement to Sick Leave and refund of same, where applicable, to part-time employees holding a substantive as well as non-substantive appointment. For this Report, we have revisited the recommendations relating thereto to facilitate implementation. These have been reported separately in the ensuing paragraphs.

Sick Leave for Part-Time Employees holding a Substantive Appointment

Recommendation 11

16.4.56 We recommend that a part-time employee holding a substantive appointment should be entitled to Sick Leave on full pay as below:

(a) 15 working days per calendar year provided he puts in 40 hours of work per week; and

(b) on a *pro-rata* basis if he puts in less than 40 hours depending on the number of hours worked weekly, based on the principle of 15 days per year for a 40-hour working week.

16.4.57 We further recommend that out of the annual entitlement of 15 days, unutilised days of Sick Leave of up to a maximum of 10 days should be refunded in cash each year at the rate of $^{1}/_{22}$ of the monthly salary per day, for those putting in 40 hours per week.

16.4.58 We also recommend that the refund of untaken Sick Leave for part-time employees who put in less than 40 hours per week should be computed on a *pro-rata* basis, based on the principle that a maximum of 10 days is refunded when putting in 40 hours per week.

Sick Leave for Part-Time Employees not holding a Substantive Appointment

16.4.59 A part-time employee who has been in continuous employment for 12 consecutive months but does not hold a substantive appointment, should be entitled to Sick Leave on full pay as hereunder:

(a) 12 working days per year if he puts in 40 hours of work weekly; and

(b) on a *pro-rata* basis if he puts in less than 40 hours of work weekly, based on the principle of a yearly entitlement of 12 working days of Sick Leave for a 40-hour working week.

16.4.60 A part-time employee who puts in 40 hours of work weekly should be refunded in cash on a yearly basis, unutilised Sick Leave up to a maximum of seven days out of the annual entitlement of 12 working days at the rate of 1/22 of the monthly salary per day.

16.4.61 Whereas, a part-time employee who puts in less than 40 hours of work weekly, should be refunded unutilised Sick Leave annually on a *pro-rata* basis based on the principle that a maximum of seven days is refunded when putting in 40 hours per week.

Sick Leave on Saturday for Employees Working on a Six-Day Week Basis

16.4.62 Sick Leave taken on a Saturday in respect of employees working on a six-day week basis and scheduled to work up to a maximum of four hours on a Saturday should be reckoned as half-day Sick Leave.

16.4.63 In case of suspected malingering, a Supervising Officer or any officer acting on the latter's behalf, may require an employee to submit a Medical Certificate to cover the latter's absence.

Sick Leave for Officers Employed on a Contractual Basis

16.4.64 Provisions governing Sick Leave in respect of officers employed on a contractual basis are being reproduced below:

(i) officers employed on contract are not entitled to Sick Leave during the first year of contract. Nonetheless, this provision does not apply to retired public officers who have been subsequently employed on contract and who were governed by the provisions of the PRB and contract officers serving against established posts; and

(ii) an officer on contract is entitled to 21 days of annual Sick Leave provided he has completed one year on contract. Untaken days of Sick Leave are, however, not refunded in cash.

Sick Leave in Specific Cases

16.4.65 Certain provisions are applicable with regard to Sick Leave in a few specific cases:

(i) officers upon being appointed in a substantive capacity in the service directly or after serving a temporary period of less than one year, are entitled to Sick Leave on a *pro-rata* basis in the year of appointment;

(ii) officers who have served in a casual/temporary capacity for a period exceeding one year are entitled, on their substantive appointment, to the full quantum of Sick Leave minus Sick Leave already taken since the beginning of the year;

(iii) officers who are on leave prior to retirement/resignation, Injury leave, Leave With/Without Pay, or interdiction for a period of less than a complete calendar year, are eligible for the full quantum of Sick Leave for that year. In case an officer absents himself from duty for a complete calendar year for any of the reasons mentioned earlier, he is not eligible for Sick Leave in respect of that calendar year;

(iv) officers who are absent from duty on grounds of resignation, Injury Leave, Leave Without Pay or interdiction in a calendar year, are eligible for refund in cash of any unutilised Sick Leave on a *pro-rata* basis in respect of the period served in that calendar year; and

(v) an officer on leave prior to retirement or Leave with Pay is refunded in cash unutilised Sick Leave up to a maximum of 16 untaken days out of the annual entitlement of 21 days at the rate of $^{1}/_{22}$, provided the officer has attended duty for at least 22 working days in that calendar year. In the event an officer has attended duty for less than 22 working days in that calendar year, the unutilised Sick Leave is refunded on a *pro-rata* basis based on the 22 working days for the period actually served in that calendar year [that is, ($^{16}/_{22}$ x no. of days actually worked) x $^{1}/_{22}$ x salary].

Monitoring of Sick Leave

16.4.66 The provisions below act as safeguard against any abuse of Sick Leave and are also meant to detect any suspected cases of malingering. We consider that they should continue to apply:

(i) Supervising Officers should develop and maintain proper control mechanisms at all levels;

(ii) when malingering is suspected, a Supervising Officer may require an officer to submit a Medical Certificate for any absence due to illness, even if it lasts for less than four working days;

(iii) where the Sick Leave record of an officer is considered as unacceptable (unsatisfactory) by a Supervising Officer, the latter shall arrange for the officer to be examined by a Medical Board to determine the officer's fitness for further service;

(iv) an officer may be placed on Sick Leave by a Supervising Officer in the best interest of the Service as from the date arrangements are made for his examination by a Medical Board;

(v) in the event an officer has been found fit by the Medical Board and his Sick Leave record continues to be unacceptable, the Supervising Officer may, in accordance with the regulations in force, initiate action for his retirement in the best interest of the Public Service; and

(vi) where an officer is declared unfit by a Medical Board, the Supervising Officer shall initiate action for his retirement on medical grounds in accordance with the regulations in force.

Refund of Sick Leave for the Year 2020

16.4.67 Following a Government decision in 2021, refund of unutilised Sick Leave for year 2020 for public sector employees has been deferred owing to the negative impact of the COVID-19 Pandemic on public finance. As per Circular Note 17 of 2021, payment in respect thereof would be effected at the time of retirement based on the officer's last salary drawn. Notwithstanding the Circular Note, we are, alongside, making a few recommendations related to the issue with a view to enhancing existing provisions in exceptional circumstances.

Recommendation 12

16.4.68 We recommend that an officer may, with respect to the unutilised days of sick leave accruing for Year 2020:

(i) avail of same on a case-to-case basis, in the event he has exhausted his annual Sick Leave entitlement and bank of Sick Leave and genuinely needs additional Sick Leave, subject to the production of documentary medical evidence and upon recommendation of the MOHW and approval of the MPSAR;

(ii) opt to take same as leave prior to retirement, instead of being refunded in cash; and

(iii) be refunded in cash prior to retirement, in line with recommendations made at paragraph 16.4.49 (xi).

Maternity Leave

16.4.69 Maternity Leave is a universal labour right. It is enshrined in the ILO Maternity Protection Convention. The prime objectives of such leave are to safeguard the health of the expectant and nursing mothers and their newborns while ensuring job security for the female officers.

16.4.70 Since the ratification of the Convention by the State of Mauritius, substantial improvements have been brought to the provisions governing Maternity Leave in the Public Sector. The restriction on the number of confinements to three was waived and paid Maternity Leave is now granted to female officers irrespective of their length of service or appointment status. Moreover, the possibility to avail of breastfeeding breaks has also been introduced as part of the support for working mothers. Over the years, the duration of Maternity Leave has been progressively reviewed and in line with MPSAR Circular Letter No 66 of 2024, female officers are now entitled to 16 weeks of paid leave.

16.4.71 Given the adequacy of the leave duration in providing the necessary protection to the mothers, the proposal from Federations to further extend the duration of the paid leave has not been retained. We are, nevertheless, enhancing the existing provisions to better safeguard the health interest of mothers and infants.

Recommendation 13

16.4.72 We recommend that a female public officer:

(i) should be entitled to 16 weeks' Maternity Leave on full pay irrespective of the number of confinements;

(ii) should be eligible for 16 weeks' leave on full pay, on production of Medical Certificate, in case she gives birth to a stillborn child;

(iii) may take either earned Sick/Casual/Annual or Vacation leave for pre-natal treatment; and

(iv) may take up to a maximum of eight weeks of Maternity Leave prior to childbirth.

16.4.73 We also recommend that the above provisions should equally apply to female officers who are employed on contract.

Provision for Birth of Twins or more

16.4.74 A special leave of six weeks, over and above the normal Maternity Leave, is presently granted to female public officers who give birth to twins or more in one confinement. This arrangement should continue to prevail.

Recommendation 14

16.4.75 We recommend that a female officer who gives birth to twins or more in one confinement should be granted six weeks' special leave in addition to her normal Maternity Leave entitlement.

Leave after Confinement

16.4.76 At the expiry of their Maternity Leave, female public officers have the possibility to avail of Vacation Leave and opt for up to a maximum of nine months or six months' Leave Without Pay, followed by six months' leave on half pay, subject to the exigencies of service.

16.4.77 The leave after confinement is, among others, granted to the female officers to allow them meet their family obligations; have an elongated period of rest and recovery time from childbirth and nurse their infant for a longer period. Following the MPSAR's Circular Letter No. 66 of 2022, this benefit has been extended to female public officers who have not yet completed one year's continuous service. In such case, however, the probationary period of the officer is extended by the corresponding period of Maternity Leave and Leave Without Pay taken by them.

16.4.78 We have examined the proposal to allow female public officers to proceed directly on Leave Without Pay at the expiry of their Maternity Leave so that they can make use of their Vacation Leave at a later stage and we are recommending accordingly.

Recommendation 15

16.4.79 We recommend that, subject to the exigencies of service, female Public Officers may:

(a) following the expiry of their Maternity Leave, be granted Vacation Leave; and

(b) within a period of 12 months following the expiry of their Maternity Leave, irrespective of having availed of Vacation Leave or not, be granted either:

(i) a maximum of nine months' Leave Without Pay; or

(ii) six months' Leave Without Pay followed by six months' leave on half pay computed on the basis of half the working time per day on half pay.

16.4.80 We further recommend that the above provisions should also apply to female Public Officers who have not yet completed one year's continuous service. In such situation, however, the probationary period of the officer would be extended by the corresponding period of Maternity Leave and Leave Without Pay.

Specific Provision

16.4.81 With a view to safeguarding the health of pregnant officers and ensuring that they are provided with safe and comfortable working conditions during pregnancy, the Bureau is making appropriate provision.

Recommendation 16

16.4.82 We recommend that:

(i) Management considers the advisability, to the extent possible, of relieving pregnant officers from performing extra hours or night shifts or duties that involve continuous standing for at least three months before their confinement; and

(ii) Notwithstanding the above, where the health of the officers or that of their unborn child may be at risk, Management may, on a case-to-case basis, relieve the officers from such duties at any point in time during their pregnancy.

Permission to Nurse Unweaned Child

16.4.83 Female Public Officers who are nursing their unweaned child are granted permission for a period of six months as from the date of confinement or for such longer periods as may be recommended by a Medical Practitioner, to breastfeed their child. A further period of six months is granted on production of a medical testimony. Since no implementation issue has since been reported regarding this particular provision, we are maintaining the status-quo.

Recommendation 17

16.4.84 We recommend that:

(i) a female officer, who is nursing her unweaned child should be entitled to two permissions of half-hour or one permission of one hour every day at a time convenient to her with regard to the needs of the child; and

(ii) the permission should be for a period of six months from the date of confinement and should not be deducted from the number of hours of work of the officer. A further period of six months may be granted on production of a medical testimony from a Government Medical Practitioner.

Paternity Leave

16.4.85 Prior to this Report, a male officer was given priority to take Vacation Leave following confinement of his wife. Provision also existed for the officer, besides his normal casual leave entitlement, to be granted up to 10 days from his accumulated vacation leave around the time of childbirth.

16.4.86 These conditions were reviewed through the MPSAR's Circular Letter No 66 of 2024 which provided for a male officer to take up to four weeks from his accumulated Vacation Leave besides his normal Casual Leave entitlement, around the time of childbirth.

16.4.87 We have re-examined the above provisions taking into consideration the various proposals from Federations and the MPSAR, the Government's policy to give additional support to parenthood, the conditions governing paternity leave in foreign jurisdictions and the prevailing leave entitlement in the public and private sector as well as the total leave package. In tandem, we also took on board the need for a better distribution of childcare responsibilities between the mother and the father, specially, in the early stages of an infant's development.

16.4.88 Based on the above, we are revisiting the existing provisions by allowing fathers to take leave exclusively earmarked for them, in addition to the grant of vacation leave. As regards the provisions governing leave on demise of a male officer's wife following the birth of a surviving child, same are being maintained.

Recommendation 18

16.4.89 We recommend that a male officer:

(i) holding a substantive appointment should be entitled to a Paternity Leave of 10 working days on full pay following confinement of his wife;

(ii) may, subject to exigencies of service, be granted up to four weeks from his accumulated vacation leave at the expiry of the Paternity Leave; and

(iii) who does not hold a substantive appointment should be granted up to 10 days of Paternity Leave on no pay.

16.4.90 We further recommend that a male officer should be eligible:

(i) in case of demise of his working wife following the delivery of a non-still born child, for leave on full pay equal to the unused part of the Maternity Leave to which the deceased was entitled; and

(ii) in case of the death of his non-working wife following delivery of a non-still born child, for leave on full pay equivalent to the hypothetical unused part of the Maternity Leave computed as from the date of delivery.

Adoption Leave

16.4.91 Adoption Leave was introduced in the 2008 PRB Report as a general Condition of Service for public officers who have adopted or are in the process of adopting a child. The essence of this leave is to bond with and take care of the new child thereby easing adaptation in the new environment.

16.4.92 In the last review, provisions governing Adoption Leave were relaxed by removing the requirement for officers to hold a substantive appointment to qualify for paid adoption leave and waiving the restriction on the number of adoptions. Moreover, the leave entitlement when adopting a child aged up to three months was increased from 12 weeks to 14 weeks.

16.4.93 Following the review of the Maternity Leave entitlement from 14 to 16 weeks, necessary amendments were brought in the Worker's Rights Act (Miscellaneous Provisions) Act 2024. Accordingly, the existing quantum of Adoption Leave was reviewed as stipulated in the MPSAR's Circular Letter No. 66 of 2024. It has been submitted that since the publication of the 2021 PRB Report to date, four officers have availed of this leave and no implementation issues on the existing provisions have so far been encountered. We are, in this Report, further enhancing the Adoption Leave entitlement.

Recommendation 19

16.4.94 We recommend that:

(i) both male and female officers should, subject to the production of documentary evidence, be eligible for paid Adoption Leave which starts as from the date mentioned in the Court Order;

(ii) the new quantum of Adoption Leave to be granted, should be as hereunder:

Age of Child	Adoption Leave Entitlement
Less than 12 months	16 weeks
12 months and up to 3 years	8 weeks
Above 3 years and up to 11 years	4 weeks
Above 11 years and up to 18 years	1 week

(iii) adoptive parents in the Public Sector may jointly take Adoption Leave in which case, the aggregate amount of leave granted should not exceed the amount prescribed as per the above table; and

(iv) only one period of Adoption Leave should be granted even if more than one child is being adopted at the same time.

Study Leave with Pay

16.4.95 Study Leave with Pay is granted to officers on permanent and pensionable establishment to follow an in-service training under an approved scheme, related to their current employment or sphere of work, subject to exigencies of service and core requirements of their cadre. In the same vein, officers nominated for an open scholarship considered as an in-service training are granted Study Leave with Pay provided that they reckon at least two years' service in a substantive capacity; are not subject to adverse report or poor performance; and the course forms part of the list of priority fields of study of the Higher Education Commission.

16.4.96 With a view to safeguarding investment made by Government and rendering the present system more efficient, the MPSAR's Circular Letter No. 1 of 2022 provides for a new bonding policy for officers sponsored for training or open scholarships, among others.

16.4.97 For this review exercise, only the MPSAR made representations to provide parameters for the grant of study leave with pay taking into consideration those fields of study which do not appear in the list of priority fields of study but which are considered to be of considerable importance to specific Ministries/ Departments.

16.4.98 As the existing provisions governing the grant of study leave with pay are adequate, we are reiterating same for this Report. However, we are broadening the eligibility criteria for the grant of study leave with pay in specific circumstances and are making an appropriate recommendation to this end.

Recommendation 20

16.4.99 We recommend that the undermentioned parameters should continue to be taken on board for the grant of study leave with pay:

(i) officers holding a substantive appointment and who have been nominated for an in-service training or awarded an open scholarship should be granted Study Leave with Pay, subject to the core requirements of the cadre and exigencies of service;

(ii) in the case of an open scholarship, the officer should reckon at least two years' service in a substantive capacity and not be subject to adverse report or poor performance;

(iii) the field of training should be related to the officer's current employment or sphere of his work and in case of an open scholarship, the course should form part of the updated list of priority fields of study of the Higher Education Commission; and

(iv) officers should stand guided by the bonding policies as applicable in the Public Sector.

16.4.100 We also recommend that the following should apply when granting Study Leave with Pay:

(i) the period of leave begins as from the day the course starts to the day the course/examination ends;

(ii) for courses being pursued overseas, an officer should be granted two additional days of paid leave for travelling each way from and to Mauritius;

(iii) an officer may apply for an extension of leave in the event he wishes to await the results of his examination prior to resuming duty. Such extension of leave may be reckoned against his earned Vacation Leave or Leave Without Pay, depending on the specificity of the case; and

(iv) an officer who fails his examination may, on submission of relevant documentary evidence, be granted:

(a) an extension of Study Leave on half pay up to a maximum of three months following the examination results;

(b) Vacation Leave in lieu of the Study Leave on half pay following examinations results. In such case, the officer automatically foregoes the Study Leave on half pay;

(c) a combination of Vacation Leave and Study Leave on half pay, in case the former is not adequate to cover the three months.

The aggregate of leave should not be more than three months; and

(d) any extension granted beyond the three months as per provision mentioned under (a), (b) and (c), shall be without pay.

16.4.101 We further recommend that in case of open scholarships, notwithstanding provision made at paragraph 16.4.99 (iii) above, a Ministry/Department may contemplate granting Study Leave with Pay, subject to the approval of the MPSAR, though the course does not form part of the updated list of priority fields of study of the Higher Education Commission, provided that:

(i) the Ministry/Department concerned considers the field of study to be scarce and/or a priority for its area of activity;

(ii) the course is not run or available in Mauritius; and

(iii) the course has a direct relationship with the duties performed by the officer as per his scheme of service and is considered as an in-service training.

16.4.102 We additionally recommend that officers should continue to stand guided by the bonding policies as applicable in the Public Sector.

Leave Without Pay

16.4.103 Provisions regarding Leave Without Pay have undergone consistent enhancement through our Reports to address the needs of public officers, catering for both career development and personal responsibilities, among others. The grant of this leave is, however, conditional upon the exigencies of service.

16.4.104 To gain deeper insight into the various reasons for which Leave Without Pay is granted within the Public Service, the MPSAR was requested to provide relevant data covering the period 2021 to 2024. A total of 2136 cases were recorded across a wide range of purposes, as per the table below:

Number of Cases of Leave Without Pay for the Period 2021-2024

Purpose of Leave Without Pay	Number of Cases
Study Leave	473
Personal Reasons	407
Employment in Parastatal Bodies or Approved Services	306
Employment in Private Sector	303
Emigration	269
After Confinement	241
Other Purposes	137

Submissions of Federations and MPSAR

16.4.105 Representations submitted by the Federations were mainly to: rationalise the period of Leave Without Pay, regardless of the purpose, to three years; and review the eligibility period of 10 years applicable in most cases. On its part, the MPSAR proposed that the existing provisions be extended to officers employed on a part-time basis and certain conditions attached to specific purposes be reviewed. Moreover, the Ministry pressed for some other purposes of Leave Without Pay to either be waived or introduced.

16.4.106 Certain requests for Leave Without Pay which have been received in-between reviews are, to: recognise temporary resignation for the purpose of being called to the Bar or swearing in as a Law Practitioner as a valid ground for such leave; take up contractual employment in Parastatal Bodies; and allow officers to extend their leave beyond the recommended period to continue employment in Parastatal Bodies, pending confirmation in their respective position. Numerous cases were referred to the High Powered Committee (HPC) concerning the extension of Leave Without Pay to enable officers to work in international or regional organisations. Additionally, the demographic changes and the rising prevalence of non-communicable diseases have pressed on the need for officers to support elderly dependent parents and close relatives suffering from serious or critical health conditions.

16.4.107 Following examination of the representations, the Bureau holds that Leave Without Pay continues to serve as a vital mechanism for accommodating both personal and professional aspirations. In the case of temporary resignation for legal practice, it was concluded that such a provision would be in conflict with the principles outlined in the Code of Ethics for Barristers. In response to increasing requests related to caregiving responsibilities for elderly or critically ill relatives, a specific provision has been formulated to address such circumstances. Given the relevance and adequacy of existing provisions, we are maintaining them while also reframing and enhancing selected aspects to facilitate the implementation process.

Recommendation 21

16.4.108 We recommend that, subject to the exigencies of service, officers holding a substantive appointment should be eligible for the grant of Leave Without Pay, as below:

A. to take up employment in:

(i) Parastatal and other Statutory Bodies as well as other institutions with approved service status up to a maximum aggregate period of two years over a period of 10 years, on contractual basis (full time) or to cover the probationary period of employment. However, this leave may be extended, subject to the recommendation of the Responsible Officer and the approval of the MPSAR in the event

the officer on probation is still not appointed in a substantive capacity at the end of the 24-month period; and

(ii) the private sector/state-owned companies in Mauritius for a maximum aggregate of one year over a period of 10 years. If an officer has been granted Leave Without Pay and takes up employment in a Mauritian Branch of an International Private/Multi-National Company, he may be allowed to avail of this leave or for part thereof for an overseas posting in the same company, subject to the authorisation of the parent Ministry and the approval of the MPSAR;

B. to carry out consultancy for a period of up to two years over a period of 10 years in international and regional organisations of which Mauritius is a member; in foreign countries under a scheme approved by the Government; and in member countries of regional organisations.

C. to accompany spouse, whether the latter is a public officer or not, proceeding on approved leave and employed in international and regional organisations of which Mauritius is a member; in foreign countries under Government approved schemes; and in member countries of regional organisations, subject to approval of the MPSAR. This leave is restricted to only <u>one</u> contract the spouse is required to serve.

D. to explore the possibility of emigration for an aggregate period of one year over a period of 10 years.

E. for other personal reasons for an aggregate period of 90 days over a period of 10 years, which can be taken either at a stretch or staggered.

F. for providing medical care and assistance to his elderly dependent parent/near relative having a serious/critical health condition for a period of 90 days over a period of 10 years, subject to the production of documentary medical evidence and approval of the MPSAR.

G. to run a business for an aggregate period of one year over a period of 10 years, subject to the approval of the MPSAR and the High Powered Committee. Leave Without Pay for this purpose is not applicable to officers performing in scarcity areas or where replacement and retention of staff is difficult or where the officer has been provided a training at Government's expense for a year or more.

H. to undertake pupillage whether in the private or public sector or undergo pre-registration training, for an aggregate period of two years.

Leave Without Pay for Study Purposes

16.4.109 Statistics from the MPSAR for the period 2021 to 2024 indicate that Leave Without Pay for study purposes remains the most frequently availed category of unpaid leave. While it is acknowledged that such leave may contribute to professional development and skill enhancement, among officers, there are also operational implications associated with this practice. In instances where officers proceed on Leave Without Pay for a long period, service delivery and productivity may be adversely impacted as the resultant workload has to be redistributed among existing staff.

16.4.110 Furthermore, with the recent changes in the tertiary education landscape, a wide array of academic programmes is offered on a part-time basis. This could serve as viable alternatives for officers to pursue further studies without the need to have recourse to Leave Without Pay.

16.4.111 Besides, the recent inauguration of the Atal Bihari Vajpayee Institute of Public Service and Innovation marks a major step in strengthening capacity building in the Public Sector. The Institute offers a wide range of high-quality training programmes designed to meet the evolving needs of public officers. In this context, it is also in the process of becoming an accredited awarding body, with the capacity to offer credit-based programmes leading to Certificates, Diplomas, Degrees and even Master's qualifications. This development further strengthens the case for minimising reliance on extended Leave Without Pay for study, as officers can now upskill without being absent for prolonged periods.

16.4.112 In view of the above considerations, we are maintaining the leave without pay for study leave purposes until the next overall Review of Pay and Grading Structures and Conditions of Service in the Public Sector.

Recommendation 22

16.4.113 We recommend that, subject to the exigencies of service and until the next Overall Review of Pay and Grading Structures and Conditions of Service in the Public Sector, officers holding a substantive appointment should be eligible for the grant of Leave Without Pay to pursue higher studies on a full time basis, of up to a maximum of four years in aggregate and contingent upon the following conditions:

(i) initially such leave is approved for a maximum period of one year;

(ii) approval of extension of the leave is contemplated at the end of each academic year, upon production of documentary evidence of continued studies in the same field, subject to the exigencies of service; and

(iii) the aggregate period of four years should include the period the officer is awaiting the examinations' results and the holding of the graduation ceremony.

Leave Without Pay to take up employment in the Civil Service on a Contractual Basis

16.4.114 The last Report provided for the grant of leave without pay to a registered professional of the Civil Service, to take up employment on a contractual basis in another Ministry/Department. For this review exercise, the MPSAR has drawn the attention that such practice is not in order, as it results in the existence of two concurrent forms of employment with the same employer, *viz.,* a substantive position and a contractual engagement. In the light thereof, the advice of the State Law Office was sought on this matter.

Recommendation 23

16.4.115 We recommend that an officer of the Civil Service may be granted Leave Without Pay to take up employment on a contractual basis in another Ministry/Department for an aggregate period of two years over a period of 10 years provided that he possesses a professional qualification requiring him to be registered with a professional body/council.

Leave Without Pay to take up Employment in International/Regional Bodies

16.4.116 Concerns have been raised regarding potential abuse that may arise from the continued extension of Leave Without Pay for officers employed in international or regional organisations. It has been reported that such situations not only hinder the efficient delivery of services within the organisation, but also place undue strain on other officers who are burdened with increased workloads.

16.4.117 Over the past few years, various requests regarding leave extension were submitted to the HPC for consideration. The rationale for this provision was primarily to promote professional mobility and allow officers to have international exposure, which ultimately would benefit the Public Sector. However, it was observed that the continued extension of leave, particularly for officers nearing retirement, was impacting on the smooth running of activities in these organisations.

16.4.118 The Bureau has undertaken a reassessment of the current situation. While upholding the provisions of the existing recommendation, it is considered that requests for extension of Leave Without Pay to take up employment in international or regional organisation should be subject to a case-to-case assessment. In particular, cases involving officers nearing retirement age should be carefully reviewed, and where appropriate, Management may consider advising retirement from the service. Such course of action should be guided by the principles of sound workforce planning and equitable treatment while ensuring that decisions support both organisational efficiency and the professional aspirations of officers. Accordingly, we are making appropriate recommendations.

Recommendation 24

16.4.119 We recommend that, subject to the exigencies of service, officers holding a substantive appointment should be entitled to the grant of Leave Without Pay to take up employment in international and regional organisations of which Mauritius is a member; in foreign countries under a scheme approved by the Government; and in member countries of regional organisations, for an initial contract not surpassing three years or an aggregate of three years, over a period of 10 years. Notwithstanding the foregoing, the duration of this leave may be prolonged, subject to the approval of the HPC, for an aggregate period not exceeding five years, upon submission of documentary evidence to the effect that contributions in favour of service provided overseas have been made and a pension is payable for the continuous service.

16.4.120 We also recommend that Management should, in consultation with the MPSAR, assess all requests for leave without pay for this particular purpose on a case-to-case basis, and where an officer, who is allowed to retire with the approval of the relevant Service Commission, has already been granted an aggregate period of five years leave without pay to take up employment in international or regional organisations, may consider proposing to the latter the option of either to resume duty to serve in his substantive position or to retire from the Service in the event he envisages to continue to work thereat.

Leave Without Pay after Confinement

16.4.121 The conditions applicable to the grant of Leave Without Pay following confinement differ from those governing the other purposes for which this leave is granted, particularly as the officer concerned is not required to hold a substantive appointment. This provision has been addressed under the Maternity Leave section of this Volume.

Operational Guidelines

16.4.122 The authorisation of the grant of Leave Without Pay devolves upon a Responsible Officer. **Hence, to ensure that no impediment is caused in the delivery of service, a due diligence should be carried out**.

16.4.123 As per the established protocol, all requests for extension of leave without pay should be submitted for the concurrence of the Responsible Officer of an organisation after considering the exigencies of the service.

16.4.124 We consider that the MPSAR should closely monitor the grant of leave without pay to detect cases of abuse or any departure from the Bureau's recommendations and take corrective measures as appropriate.

16.4.125 To ease implementation of our recommendations, the following should be taken into consideration:

(i) the period of 10 years as mentioned at above paragraphs is deemed to take effect as from the first day the officer proceeds on leave without pay for the first time;

(ii) the MPSAR should consult the Ministry of Foreign Affairs, Regional Integration and International Trade regarding the official list of institutions/international/regional organisations, approved schemes and member countries;

(iii) Supervising Officers should continue to ensure that officers who are on leave without pay, do resume duty at the expiry of their leave. Any request for extension of leave without pay should be submitted to the MPSAR through their Management, at least one month before the expiry of the approved absence. Furthermore, leave without pay for a different purpose should only be considered once the officer has resumed duty; and

(iv) much caution should be exercised in implementing our recommendations diligently as the absence of an officer from the service may adversely impact on service delivery and productivity.

Injury Leave

16.4.126 Injury Leave is granted to public officers irrespective of whether they are in a substantive capacity or not. The right to protection against workplace injury is enshrined in the Universal Declaration of Human Rights 1948 and the International Covenant on Economic, Social and Cultural Rights 1966. A plethora of safety measures/guidelines have, therefore, been developed by the MPSAR in compliance with the Occupational Safety and Health Act 2005 to provide a safe and healthy environment for all public officers.

16.4.127 An officer who suffers injury while on duty or during official travelling, is eligible for Injury Leave on full pay. The main condition attached to its grant is that the injured officer, at the time of the accident, acted in line with rules and regulations in force and the occurrence of the accident was not due to his negligence.

16.4.128 Requests were made to consider the grant of Injury Leave recommended by Medical Officers of approved medical institutions of Mauritius instead of Government Medical Officers, and to replace the words “injury on duty” by “injury at work”. We are addressing these issues in this Report.

Recommendation 25

16.4.129 We recommend that an officer holding a substantive appointment and who sustains injury at work, should be granted Injury Leave on full pay, on condition that he was complying with the rules and regulations in force at the time of the accident and the accident was not due to negligence on his part.

16.4.130 We also recommend that the ensuing procedures should be adhered to:

(i) pending the findings of the Departmental Board set up at the level of each organisation, the injured officer should be granted Sick Leave upon production of Medical Certificate(s) from a Police Medical Officer or a Government Medical Officer or a Private Medical Practitioner from a registered and recognised private health institution;

(ii) subject to the findings of the Departmental Board, the Supervising Officer may approve Injury Leave up to a maximum of 30 days;

(iii) all cases requiring more than 30 days of Injury Leave should be referred to the Injuries Committee at the level of the MOHW together with the necessary documents and comments as laid down in the regulations in force; and

(iv) notwithstanding sub paragraph (iii) above, the Supervising Officer may refer any case of injury to the Injuries Committee which, in his opinion, necessitates further investigation.

Injury Leave Entitlement for Employees not holding a Substantive Appointment

16.4.131 Employees not holding a substantive appointment are granted Injury Leave with pay up to a maximum of 15 days despite the fact that they have not completed one year's continuous service and subject to satisfying certain set criteria. As this category of officers is also exposed to workplace accidents, we are upholding the existing recommendation.

Recommendation 26

16.4.132 We recommend that an employee, not holding a substantive appointment should be granted injury leave with pay up to a maximum of 15 days although he has not completed one year's continuous service, provided that he was complying with the rules and regulations in force at the time of the accident; the accident was not due to negligence on his part; and the procedures as outlined at paragraph 16.4.131 above are followed.

16.4.133 We further recommend that, notwithstanding provision at paragraph 16.4.131, an employee who requires a longer period of recovery may be granted injury leave with pay up to a maximum of 180 days (inclusive of injury leave granted by virtue of provision at paragraph 16.4.131, subject to the production of a Medical Certificate duly signed by a Police Medical Officer or a Government Medical Officer or a private Medical Practitioner from a registered and recognised private health institution and upon the recommendation of the Ministry of Health and Wellness.

Departmental Board

16.4.134 With a view to reducing undue burden on the injured officer, the Bureau recommended that the Departmental Board set up at the level of each organisation should submit its Report within a fortnight. Given its relevance, the Bureau considers that the present provision should continue to prevail.

Recommendation 27

16.4.135 We recommend that the Departmental Board should submit its Report within a fortnight and Supervising Officers should ensure that same is adhered to.

Family Responsibility Leave

16.4.136 Family Responsibility Leave is a paid leave granted to public officers to allow them to attend to their family obligations. This leave, which may be taken up to three consecutive days, is granted against the Casual Leave entitlement of the officer. Upon exhaustion of all Casual Leave, it is offset against the accumulated five days' Vacation Leave which may be taken at a stretch or on and off.

16.4.137 Previously, the absence of an officer to attend to his/her sick child or elder parent was reckoned against his/her Sick Leave entitlement instead of Casual Leave. This practice was not considered appropriate inasmuch as the very purpose of granting Sick Leave was being defeated. In an attempt to address this issue, the Bureau introduced the Family Responsibility Leave in its 2016 PRB Report.

16.4.138 Following provisions made in the Workers' Rights Act 2019, the MPSAR issued a Circular Letter in 2024. With a view to providing greater flexibility to public officers in managing work and taking care of the family, we are, in this Report, enhancing the existing provision.

Recommendation 28

16.4.139 We recommend that an officer should be granted up to a maximum of 10 days' leave to be offset, as per his option, against any of his paid leave entitlement to take care of his child/adopted child, spouse, parent or grandparent with healthcare related issues. In case the officer requires additional leave to look after his sick child/adopted child, he may be granted same which should be reckoned against his Vacation Leave entitlement.

16.4.140 We also recommend that an officer applying for the leave should be granted same provided that:

(a) he notifies his employer on the first day of absence;

(b) he produces his birth and marriage certificate, the birth certificate of his or her spouse and the birth certificate of the child or adopted child, parent or grandparent, as the case may be;

(c) in the case of an adopted child, he produces a certified copy of the relevant Court Order and the birth certificate of the child;

(d) he produces, where he absents himself for more than three consecutive working days, a medical certificate certifying that his child or adopted child, spouse, parent or grandparent, as the case may be, has healthcare-related issues; and

(e) he produces such other document as may be required.



16.5 WORKING WEEK, FLEXITIME, WORKERS ON SHIFT/ROSTER/STAGGERED HOURS AND OVERTIME

16.5.1 This Chapter outlines the main provisions governing the standard working week as well as the normal hours of attendance currently in force in the Public Sector; the flexible hours of attendance; and flexitime. The pattern of working time for workers on shift, roster and staggered hours, overtime and other provisions governing hours of attendance are also highlighted herein.

Working Week

16.5.2 The agreed hours of work in Public Sector Organisations differ from country to country. The current provision governing the standard working week for Public Sector employees in Mauritius are as per the table below:

Group of Employees	Number of Hours per week
Workmen's Group and other manual grades	40 hours
Surveillant	60 hours
Employees working on shift	40 hours or a multiple of 40 hours, where the shift covers a cycle.
Employees working on roster and at staggered hours	Not less than 33¾ hours and not more than 40 hours as specified by Responsible Officers
Employees belonging to Disciplined Forces	As specified by Responsible Officers
All other officers	Between 33¾ hours and 40 hours as specified by the Responsible Officer

16.5.3 Public Sector employees may be required to work on either a five-day week or a six-day week basis, depending on the operational needs of the organisation, provided the normal working week is in accordance with current provisions specified in the table above.

16.5.4 Shift workers may be required to work on roster or at staggered hours, if the exigencies of the service so require.

16.5.5 For this review, no proposal has been made on the working hours of employees of the Public Sector. In comparison to what is obtainable in foreign jurisdictions, where the working hours of Public Sector employees varies from 40 to 45 hours

a week, the present provisions on the standard working week are considered to be still appropriate and require no amendment.

Recommendation 1

16.5.6 We recommend that the existing provisions governing the Standard Working Week currently in force in the Public Sector, as outlined at paragraphs 16.5.2 to 16.5.4 above, be maintained.

Hours of Attendance for Public Sector Employees

16.5.7 The established pattern of work for full-time employees varies from 33¾ hours to 40 hours weekly, while incumbents in the grade of Surveillant, are required to put in 60 hours weekly. The Responsible Officers of Ministries/Departments/ Organisations are vested with the authority for setting the commencing and finishing time of work of officers working under their supervision, within the specified hours taking into account the operational needs of their organisations.

16.5.8 The normal hours of attendance for full-time employees other than those working on shift, roster and at staggered hours as well as for those working in essential services providing a 24-hour coverage are spelt out hereunder:

Category	Days of Work	Duration
Officers working on a five-day week basis	Monday to Friday	0845 to 1600 hours (half hour for lunch)
Officers working on a six-day week basis	Monday to Friday Saturday	0900 to 1530 hours (half hour for lunch) 0900 hours to noon
Officers in the Workmen's Group and other manual grades putting in 40 hours weekly	Monday to Friday Saturday	0700 to 1515 hours (one hour for lunch) 0700 to 1045 hours

Recommendation 2

16.5.9 We recommend that Responsible Officers of Ministries/Departments/ Organisations should continue to specify the working hours of employees working under their supervision, taking into consideration the operational needs of their organisations.

Flexible Hours of Attendance and Flexible Working Arrangement

16.5.10 In past Reports, the Bureau laid emphasis on the adoption of Flexible Hours of Attendance (FHA) and Flexible Working Arrangement (FWA) in the Public Service subject to demand and proper consultations with the staff side; availability of resources; and approval of the Ministry of Public Service and Administrative Reforms (MPSAR). In the context of the 2021 PRB Report, the Bureau standardised and/or enhanced the provision governing FHA and FWA, to the extent possible.

16.5.11 During consultations, stakeholders apprised that recommendations made in the last Report concerning FHA and FWA were not being properly implemented in organisations; employees in various organisations willing to benefit from either FHA and FWA were denied same; and it was unfair that lateness was being deducted from Vacation Leave entitlement though some officers' had unutilised Casual Leave due to work exigencies. Federations and Unions also requested that FHA be extended to employees of the Workmen's Group.

16.5.12 The MPSAR on its side submitted that it had implemented FWA at its level but in October 2023, it decided to revert to FHA. The Ministry further informed that it carried out a survey, which revealed that as at date, 46 Ministries/Departments are implementing FHA, while 10 are implementing FWA. Moreover, 18 organisations are neither implementing FHA nor FWA and, hence, the officers are not getting the opportunity to accumulate early arrivals in bank or replace late arrivals. On the basis of data obtained, the Ministry was of the view that there cannot be three different schemes and has, therefore, proposed for only one scheme to prevail.

16.5.13 Upon examination of the submission of the MPSAR, it was observed that: the reasons as to why organisations were not implementing either FHA or FWA were not highlighted; information pertaining to the problems being encountered with the implementation of three schemes have not been submitted; and the Ministry did not provide conclusive evidence that a homogeneous scheme, as proposed, will fit all organisations in terms of operational requirements, more particularly in terms of business hours of the organisation and availability of adequate resources. Based on the foregoing, the Bureau considers that the proposal of the MPSAR to have only one scheme incorporating Standard Working Arrangement for those organisations not having human resources to implement same, might not be feasible. The Bureau is, however, retaining the proposal of the Ministry for the provision of revised and enhanced bandwidths for FWA.

Survey on Flexible Hours of Attendance and Flexible Working Arrangement in the Public Sector

16.5.14 The Bureau conducted a survey across the Public Sector to gauge the extent to which the recommendations regarding FHA and FWA were being implemented and also to avail of suggestions for further improvement. The objectives of the Survey were geared towards providing remedial solutions to improve the attendance pattern of public officers for enhanced service delivery. Survey Questionnaires were issued in February 2025. The closing date which was set for February 2025 was subsequently extended to June 2025. The response rate for the Civil Service was 68.60% including RRA; 60.63% for Parastatal Bodies and 50% for Local Authorities.

Findings of the Survey

16.5.15 The survey indicates that 87.4% of organisations follow a five-day workweek, 6.3% adhere to a six-day workweek, and 6.3% implement both five-day and six-day workweeks. As regards electronic attendance, 83.46 % of organisations are using same. The survey results have revealed that based on operational requirement, FHA has been adopted by 44.88%, in contrast to 23.62% where FWA is in operation.

16.5.16 As per the survey findings, in certain organisations neither FHA nor FWA could be applied in view of their specificities, particularly those providing services directly to citizens. Additionally, most of the problems encountered by organisations where either FHA or FWA has been implemented, were of administrative nature. For instance, organisations have, amongst others, reported issues related to lack of supervision during early arrivals and late departures; abuse of time-off facilities; and allocation of specific duties to officers when allowed to reimburse their late arrivals.

16.5.17 It was also noted through the findings that FHA and FWA could be extended to employees of the Workmen's Group in certain organisations, while others are of the opinion that applying these provisions could potentially disrupt the smooth functioning of the organisation in view of their nature of work.

Observations

16.5.18 Based on the submissions received and the survey findings, the Bureau considers that the provisions relating to both the FWA and the FHA are still valid. Further, the Bureau holds that Responsible Officers of Ministries/ Departments/Organisations are in a better position to determine, whether FHA and/or FWA can be properly implemented in their organisation, based on operational needs and availability of relevant resources.

16.5.19 For this review, while maintaining certain existing provisions, recommendation has been made to extend FHA to employees of the Workmen's Group. As regards FWA, the proposals of the MPSAR have been taken on board. Additionally, appropriate recommendation has been made for the deduction of

lateness at the end of the year, against unutilised Casual Leave with adjustment to Vacation Leave balance, though an officer has, at the beginning of the year, opted for such deduction to be made from his Vacation Leave entitlement.

Recommendation 3

16.5.20 We recommend that, subject to the operational needs of the organisation, Responsible Officers of Ministries/Departments/Organisations should consider the advisability of implementing:

EITHER

(i) the Flexible Hours of Attendance as per ensuing table for officers operating on a five-day week basis and six-day week basis (except for Supervising Officers in charge of Ministries and Heads of Ministries/ Departments/ Organisations, officers of the Disciplined Forces, Educational Sector and employees working on shift, roster and staggered hours), as well as employees in the Office Auxiliary Cadre and Workmen's Group:

Flexible Hours of Attendance	
Officers operating on a five-day week basis	
Working Hours	**Remarks**
8.45 a.m - 4.00 p.m **(Core hours: 9.15 a.m to 3.45 p.m, with half an hour for lunch)**	**Early arrival from 8.30 a.m up to 8.45 a.m be accumulated on a monthly basis.** **Arrival time between 8.45 am up to 9.15 a.m should not be considered as lateness provided the standard working week is adhered to.** **Late arrivals and lateness that is, arrival after 9.15 a.m may be reimbursed, subject to the approval of the Responsible/ Supervising Officer by working up to 4.30 p.m.** **Departure time as from 3.45 p.m would be allowed, subject to exigencies of the service.**
Officers operating on six-day week basis	
Working Hours	**Remarks**
Weekdays: 9.00 a.m - 3.30 p.m (Core hours: 9.30 a.m to 3.15 p.m, with half an hour for lunch)	**Early arrival from 8.45 a.m up to 9.00 a.m be accumulated on a monthly basis.** **Arrival time between 9.00 am up to 9.30 a.m should not be considered as lateness**

Flexible Hours of Attendance	
Officers operating on a five-day week basis	
Working Hours	**Remarks**
Saturday: 9.00 a.m – Noon	**provided the standard working week is adhered to.** **Late arrivals and lateness that is, arrival after 9.30 a.m may be reimbursed, subject to the approval of the Responsible/ Supervising Officer by working up to 4.00 p.m.** **Departure time as from 3.15 p.m on week days and 11.45 a.m on Saturdays would be allowed, subject to exigencies of the service.**
Office Auxiliary Cadre	
Working Hours	**Remarks**
8.00 a.m to 4.30 p.m (Core hours: 8.30 a.m to 4.15 p.m, with half hour for lunch)	Early arrival from 7.45 a.m up to 8.00 a.m be accumulated on a monthly basis. Arrival time between 8.00 am up to 8.30 a.m should not be considered as lateness provided the standard working week is adhered to. Late arrivals and lateness that is, arrival after 8.30 a.m may be reimbursed, subject to the approval of the Responsible/ Supervising Officer by working up to 5.00 p.m. Departure time as from 4.15 p.m would be allowed, subject to exigencies of the service.
Employees in the Workmen's Group	
Working Hours	**Remarks**
Weekdays: 7.00 a.m - 3.15 p.m (Core hours: 7.30 a.m to 3.00 p.m, with one hour for lunch) Saturday: 7.00 a.m – 10.45 a.m	Early arrival from 6.45 a.m up to 7.00 a.m be accumulated on a monthly basis. Arrival time between 7.00 am up to 7.30 a.m should not be considered as lateness provided the standard working week is adhered to. Late arrivals and lateness that is, arrival after 7.30 a.m may be reimbursed, subject to the approval of the Responsible/ Supervising Officer by working up to 3.45 p.m. Departure time as from 3.00 p.m on week days and 10.30 a.m on Saturdays would be allowed, subject to exigencies of the service.

OR

(ii) the Flexible Working Arrangement for officers operating on a five-day week basis (except for Supervising Officers in charge of Ministries and Heads of Ministries/Departments/Organisations, officers of the Disciplined Forces, Educational Sector and employees working on shift, roster and staggered hours) as follows:

(a) A bandwidth ranging between 8.30 a.m to 4.45 p.m for officers other than employees of the Office Auxiliary Cadre with the core working hours being 9.30 a.m to 3.30 p.m, and the time slots are detailed in the table below:

Flexible Working Arrangement		
Officers other than employees of the Office Auxiliary Cadre		
Slot	**Working Hours**	**Remarks**
1.	**8.30 a.m to 3.45 p.m**	**Early arrival from 8.15 a.m up to 8.30 a.m be accumulated on a monthly basis.** **Arrival time between 8.30 a.m up to 9.00 a.m should not be considered as lateness provided the standard working week is adhered to.** **Late arrivals and lateness that is, arrival after 9.00 a.m may be reimbursed, subject to the approval of the Responsible/ Supervising Officer by working up to 4.15 p.m.** **Departure time as from 3.30 p.m would be allowed, subject to exigencies of the service.**
2.	**8.45 a.m to 4.00 p.m.**	**Early arrival from 8.30 a.m up to 8.45 a.m be accumulated on a monthly basis.** **Arrival time between 8.45 am up to 9.15 a.m should not be considered as lateness provided the standard working week is adhered to.** **Late arrivals and lateness that is, arrival after 9.15 a.m may be reimbursed, subject to the approval of the Responsible/ Supervising Officer by working up to 4.30 p.m.**

Flexible Working Arrangement		
Officers other than employees of the Office Auxiliary Cadre		
Slot	**Working Hours**	**Remarks**
		Departure time as from 3.45 p.m would be allowed, subject to exigencies of the service.
3.	**9.00 a.m to 4.15 p.m**	**Early arrival from 8.45 a.m up to 9.00 a.m be accumulated on a monthly basis.** **Arrival time between 9.00 am up to 9.30 a.m should not be considered as lateness provided the standard working week is adhered to.** **Late arrivals and lateness that is, arrival after 9.30 a.m may be reimbursed, subject to the approval of the Responsible/Supervising Officer by working up to 4.45 p.m.** **Departure time as from 4.00 p.m would be allowed, subject to exigencies of the service.**
4.	**9.15 a.m to 4.30 p.m**	**Early arrival from 9.00 a.m up to 9.15 a.m be accumulated on a monthly basis.** **Arrival time between 9.15 a.m up to 9.45 a.m should not be considered as lateness provided the standard working week is adhered to.** **Late arrivals and lateness that is, arrival after 9.45 a.m may be reimbursed subject to the approval of the Responsible/ Supervising Officer by working up to 4.45 p.m.** **Departure time as from 4.15 p.m would be allowed, subject to exigencies of the service.**
5.	**9.30 a.m to 4.45 p.m**	**Early arrival from 9.15 a.m up to 9.30 a.m be accumulated on a monthly basis.** **Departure time as from 4.30 p.m would be allowed, subject to exigencies of the service.**

(b) A bandwidth ranging between 7.45 a.m to 5.00 p.m for employees of the Office Auxiliary Cadre with core hours being 8.30 a.m to 4.00 p.m and the time slots are detailed in the table below:

Flexible Working Arrangement		
Office Auxiliary Cadre		
Slot	**Working Hours**	**Remarks**
1.	**7.45 a.m to 4.15 p.m**	**Early arrival from 7.30 a.m up to 7.45 a.m be accumulated on a monthly basis.** **Arrival time between 7.45 a.m up to 8.15 a.m should not be considered as lateness provided the standard working week is adhered to.** **Late arrivals and lateness that is, arrival after 8.15 a.m may be reimbursed, subject to the approval of the Responsible/Supervising Officer by working up to 4.45 p.m.** **Departure time as from 4.00 p.m would be allowed, subject to exigencies of the service.**
2.	**8.00 a.m to 4.30 p.m**	**Early arrival from 7.45 a.m up to 8.00 a.m be accumulated on a monthly basis.** **Arrival time between 8.00 am up to 8.30 a.m should not be considered as lateness provided the standard working week is adhered to.** **Late arrivals and lateness that is, arrival after 8.30 a.m may be reimbursed, subject to the approval of the Responsible/Supervising Officer by working up to 5.00 p.m.** **Departure time as from 4.15 p.m would be allowed, subject to exigencies of the service.**
3.	**8.15 a.m to 4.45 p.m**	**Early arrival from 8.00 a.m up to 8.15 a.m be accumulated on a monthly basis.**

Flexible Working Arrangement		
Office Auxiliary Cadre		
Slot	**Working Hours**	**Remarks**
		Arrival time between 8.15 am up to 8.30 a.m should not be considered as lateness provided the standard working week is adhered to. **Late arrivals and lateness that is, arrival after 8.30 a.m may be reimbursed, subject to the approval of the Responsible/Supervising Officer by working up to 5.00 p.m.** **Departure time as from 4.30 p.m would be allowed, subject to exigencies of the service.**
4.	**8.30 a.m to 5.00 p.m**	**Early arrival from 8.15 a.m up to 8.30 a.m be accumulated on a monthly basis.** **Departure time as from 4.45 p.m would be allowed, subject to exigencies of the service.**

16.5.21 We also recommend that:

(i) the option for a time slot should be made in consultation with the Head of Section and approved by the Responsible/Supervising Officer; and

(ii) Responsible/Supervising Officers should at their discretion, and subject to being satisfied with the genuineness of a request, allow for change in time slot opted by an employee.

16.5.22 We further recommend that Organisations implementing the Flexible Hours of Attendance and the Flexible Working Arrangement should:

(i) ensure that there is adequate office coverage during official hours (that is maintain core hours) so that customer service is not affected by the pattern of work attendance. Employees may work beyond the official hours if required by Management, based on exigencies of the service;

(ii) keep an account of late/early arrivals in respect of each officer on a daily basis in an Excess hours of attendance bank;

(iii) allow the officers to accumulate early arrivals, not exceeding 15 minutes per day in the Excess hours of attendance bank on a monthly basis which will lapse automatically, if not availed of, after a period of three months;

(iv) deduct, in the first instance, late arrivals from the Excess hours of attendance bank on a monthly basis. If the officer does not have any excess accumulated hours in bank, late arrivals should be deducted from either the officers' vacation leave entitlement or casual leave entitlement. The option to deduct late arrivals from either vacation or casual leave entitlements should be exercised by officers at the beginning of each calendar year and is irrevocable;

(v) ensure that late arrivals are reimbursed within the same month, failing which same will be considered as lateness; and

(vi) notwithstanding the provision at paragraph 16.5.22 (iv) above, though an officer has opted for lateness to be deducted from his vacation leave entitlement at the beginning of the year, readjust his Vacation Leave entitlement by deducting for lateness from the officer's balance of unutilised Casual Leave at the end of the calendar year, provided the officer is not eligible for payment of unutilised Casual Leaves.

16.5.23 Other provisions governing Flexible Hours of Attendance and Flexible Working Arrangement should be as follows:

A. Officers may be granted a maximum of 3½ hours per month against the corresponding excess hours accumulated in the Excess hours of attendance bank, subject to exigencies of the service, provided that the hours of lateness, if any, have already been offset.

B. Officers who opt to attend work for more than the normal contractual weekly hours of work as listed at paragraph 16.5.2, shall not be eligible for overtime, but shall be governed by the provisions as at paragraph E below.

C. Lateness cannot be reimbursed by provisions other than those specified at paragraph 16.5.20, except for senior officers who are neither eligible for overtime nor for Extra Duty Allowance in lieu of overtime.

D. (i) Persistent lateness and absences without authorisation during working time and excess time taken for lunch should be deducted from Vacation Leave entitlement or Casual Leave entitlement as opted by the officer at the beginning of each year. Regulation 42(1) (c) of the PSC Regulations should be applied in case of regular defaulters/habitual late comers.

(ii) For the sake of uniformity in the flexible pattern of work, habitual latecomers are characterised as those officers who:

(a) attend work regularly 30 minutes after the scheduled arrival time; and

(b) have opted for a particular time slot in the flexible pattern of work and attend work regularly at hours classified as lateness therein;

for at least five days per month over a period of three consecutive months.

(iii) Lateness for reasons beyond individual control, for example, heavy rainfall, major road accidents, unusual traffic jam, etc., officially reported to a Supervising Officer where several officers are involved, may not be considered as lateness for that day, subject to his approval.

(iv) For officers not eligible for overtime payment and Extra Duty Allowance and who are required to work regularly beyond 4.00 p.m., (on five-day week basis) and beyond 3.30 p.m. (on six-day week basis), attendance after 9.15 a.m. (on five-day week basis) and 9.30 a.m. (on six-day week basis) should not be considered as lateness, subject to the approval of the Responsible/Supervising Officer under the Flexible Hours of Attendance. This provision is also applicable to: officers who have opted for the time slots under the Flexible Working Arrangement; and officers who have been granted permission for homeworking based on completion of allocated assignments.

E. The normal contractual weekly hours of work should remain unchanged. Officers working on a five-day week basis, that is, 8.45 a.m. to 4.00 p.m. (half an hour for lunch) and officers working on a six-day week basis, that is, 9.00 a.m. to 3.30 p.m. (half an hour for lunch) should be allowed to maintain the present pattern. This provision should also apply to officers mentioned at sub-paragraph B above.

F. For officers required to provide a 24-hour service in the Health Sector, whether on shift or not, the normal attendance hours in force as at 31 December 2025 are maintained. Management shall continue to be responsible for the working hours of officers in the Health Sector.

G. Management shall continue to be responsible for establishing the working hours of the teaching profession.

H. Notwithstanding the above provisions, where flexible pattern of attendance is not feasible, particularly on sites outside the capital, Management may continue to operate on the system prevailing as at 31 December 2025, subject to the approval of the Responsible/Supervising Officer. In such cases, lateness and absences during working time without authorisation would be deducted either from the officer's Vacation Leave entitlement or casual leave entitlement as opted by the officer at the beginning of each year. However, in case there is no improvement in the officer's record of late attendance and the excess time taken for lunch, the Responsible Officer may then initiate action, under Regulation 42(1)(c) of the PSC Regulations, for the duration of lateness to be deducted from the officer's salary.

I. Officers working on shift, roster and at staggered hours should continue to work within the prescribed time. Period of late attendance, excess time taken for lunch and absences from offices without authorisation should be deducted from either the officer's Vacation Leave entitlement or Casual Leave entitlement as opted by the officer at the beginning of each year. All cases of persistent lateness should be dealt with in accordance with Regulation 42(1)(c) of the PSC Regulations.

J. For employees in the Workmen's Group working within the prescribed hours, the Human Resource Section of Ministries/Departments/Organisations should devise a mechanism to monitor the Pattern of Attendance at different sites of work. Lateness, in occasional cases, for employees belonging to the Workmen's Group, should be offset against early arrival while cases of persistent lateness should be dealt with in accordance with provisions of sub-paragraph D above.

K. With a view to ensuring a close monitoring of the time of arrival and departure, as well as absence from office during office hours, Ministries/Departments/Organisations should expedite matters for the introduction of an electronic attendance system wherever same has not been put in place so far.

L. The onus for deciding whether Flexible Pattern of Attendance would be applicable for officers working at staggered hours rests upon the Responsible/Supervising Officer.

Homeworking

16.5.24 Since 2008 Report, the Bureau has been advocating the concept of work from home. Supervising/ Responsible Officers of Ministries/ Departments/ Organisations were encouraged to allow officers particularly at professional level and above, to work from home where demand exists and resources permit, for assignments that are project-based with verifiable performance indicators and for which there can be no disagreement on what is needed for the target to be achieved.

16.5.25 Amidst the COVID-19 Pandemic, the Work-From-Home (WFH) Scheme has become part of the "new normal" working culture required to ensure resilience and Business Continuity in the Public Service. In this context, a WFH Protocol has been developed by the UNDP Consultant, Price Waterhouse Coopers Limited with the aim to support the Government by laying the foundation for an enhanced public sector productivity by not only strengthening the public administration of today but also building resilience for tomorrow.

16.5.26 Accordingly, Circular Letter No. 32 of 2020 was issued by the then Ministry of Public Service, Administrative and Institutional Reforms, providing the framework of the WFH Scheme, *inter alia,* mentioning the way to apply/implement work from home, the hours of work, attendance and availability for work, facilities for the operationalisation of the scheme, performance management and use of government property. In addition, the 2021 PRB Report also made provision for the adoption of compressed workweek in case of *force majeure.*

16.5.27 The Bureau considers that the concept of WFH is an integral part of the "new normal" and may in future continue to ensuring Business Continuity in case of similar occurrences as the COVID-19 Pandemic. Hence, the Bureau is maintaining the WFH Protocol and relevant recommendations of the 2021 PRB Report.

Recommendation 4

16.5.28 We recommend that, except for essential services, Responsible/ Supervising Officers:

(a) should, as part of their Business Continuity Plan in case of *force majeure*, make appropriate arrangements for the implementation of the Work From Home Protocol as per MPSAIR's Circular Letter No. 14 of 2021, at the level of their Ministry/Department and Local Authorities/Parastatal Bodies falling under their purview;

(b) may, for assignments that are project-based with verifiable performance indicators and for which there can be no disagreement on what is needed for the target to be achieved, continue to allow officers, particularly at the level of professional and above to Work from Home on certain assignment where demand exists and

resources permit, provided the Work From Home Protocol is adhered to;

(c) may, in the event of a *force majeure,* consider the advisability of adopting the concept of four-day (compressed) workweek, provided the relevant working week of 33¾ or 40 hours is complied with, as stipulated at paragraph 16.5.2 of this Chapter. The four-day workweek should be a combination of any four-day workdays while ensuring that there are employees reporting the whole workweek; and

(d) should consider the gradual transition from desktop PCs to laptops, acquisition of relevant software and provision of necessary tools and equipment as well as training to staff, as a readiness measure to ensure Business Continuity in case of *force majeure*.

16.5.29 We further recommend that the Work From Home Steering Committee set up under the *aegis* of the MPSAR should:

(a) in consultation with Responsible/Supervising Officers of organisations where the Work from Home Scheme has not been implemented, identify whether same could be rolled out in their institution as part of their Business Continuity Plan and provide appropriate guidance and advice thereon; and

(b) in consultation with the PRB, determine/review the quantum of Telephone and Internet Allowances that need to be paid to eligible officers in the Work from Home Scheme.

Flexible/Hybrid Working

16.5.30 During the COVID-19 Pandemic, many organisations had to quickly shift to remote environments and/or adopt other alternative modes of working pattern and concepts such as Skeleton Workforce, Staggered Working Hours and Four-day (compressed) Workweek to ensure Business Continuity. Certain organisations adopted compressed workweek which involves working hours being scheduled over fewer than normal working days, resulting in longer working days each week. The compressed workweek system usually extends the working day to beyond eight hours or daily prescribed hours, but reduces the number of consecutive days worked to less than five. Other organisations have applied hybrid working practices whereby employees work partly in the physical workplace and partly remotely, that is, either from home or from another workplace.

16.5.31 Studies carried out internationally, have revealed that there has been an increase in requests from both employers and employees for the adoption of compressed workweek and/or hybrid working in certain sectors. The Bureau considers that flexible/hybrid working modes may be beneficial to both

employees and employers in terms of ensuring business continuity, particularly in case of *force majeure* as well as improving the work life balance of employees. **To this end, the MPSAR may consider developing a framework for flexible/hybrid working mode to cater for organisations where demand exist and resources permit.**

Definitions

16.5.32 **Shift work** is a flexible working arrangement for a 24-hour coverage where one employee replaces another or where different group of workers do the same job one after another and whereby workers normally work 40 hours weekly, or an average of 40 hours weekly in a cycle. These workers work in relays on a 24-hour basis including invariably, night duty and work on Sundays and public holidays.

16.5.33 **Workers operating on a roster basis** do not work on a 24-hour basis but according to a structured pattern of work specifying the starting times and finishing times of turns of duty which may or may not include night duty. **Workers operating on roster (day)** are those whose turn of duty starts either at or after 4.00 a.m. or goes up to 8.00 p.m. **Workers operating on roster (day and night)** are those whose turn of duty may start either before 4.00 a.m. or extend beyond 8.00 p.m.

16.5.34 **Workers categorised as working at staggered hours** work normal hours but are called upon to work, on a regular basis, at irregular hours including Saturdays and Sundays against time-off during their normal working hours. It is a way of covering a longer day.

16.5.35 **Night work** means work which is performed during a period of not less than seven consecutive hours, including the interval from 11.00 p.m to 5.00 a.m.

Workers on Shift, Roster and Staggered Hours

16.5.36 At present, workers on shift, roster and staggered hours are governed by special provisions regarding, *inter alia*, work on Public Holidays and the different forms of compensation.

16.5.37 Due to their pattern of work, these workers are granted additional compensation which is considered in salary determination unless it coincides with a proclaimed Public Holiday. To enable employees working on shift, roster and staggered hours to meet their requirement of the standard working week, in terms of hours of work, work on Sunday is considered as a normal shift/roster.

16.5.38 The current provisions applicable to such employees are still valid and are being maintained.

Recommendation 5

16.5.39 We recommend that workers operating on shift, roster and staggered hours should continue to be governed by the following provisions:

A. An additional day off should be given to workers on shift and workers employed on a roster basis whose day off coincides with a Public Holiday. Those who work on a Public Holiday should be granted two days off.

B. Workers on shift and workers on roster who cannot be granted days off as per provision at paragraph 'A' above should be paid as follows:

(i) one day's pay for a day off coinciding with a Public Holiday; and

(ii) two days' pay for actually working a whole shift/roster on a Public Holiday.

C. When a shift or roster covers part of a Public Holiday and part of a normal working day, officers working on that shift or roster should be granted:

(i) no compensation for working less than one hour on a Public Holiday;

(ii) half day off or half day's pay for working more than one hour and less than four hours on a Public Holiday;

(iii) one day's off or one day's pay for working more than four hours and less than eight hours on a Public Holiday or the officer may accrue one additional day of casual leave;

(iv) two days' off or two days' pay whenever they work eight hours or more on a Public Holiday or the officer may accrue two additional days of casual leave; and

(v) a maximum of three days off or three days' pay for working for a continuous period of 24 hours spread over two consecutive Public Holidays or the accrual of three additional days of casual leave.

D. The maximum accrual of additional casual leave should be five days which should be availed within the same year. The computation for such leave accruals is kept separate from any other form of leave.

E. Days off granted for work performed on a Public Holiday and in respect of days off coinciding with a Public Holiday, should be considered as approved leave for the purpose of computation of overtime.

F. Workers should be allowed to exchange shifts or rostered days off by mutual agreement and with the consent of their supervisors, provided that such an arrangement does not give any employee an entitlement to the payment of overtime.

G. The normal entitlement of sick/casual leave of all shift workers should be converted into the corresponding number of hours, on the basis of one day being equal to eight hours' work. For absence on any shift, the exact number of hours the shift worker was scheduled to work should be deducted from his sick/casual leave entitlement. However, the officer may be given the option to reimburse by working additionally the number of hours in excess of the eight hours, in lieu.

H. Shift schedules must, as far as possible, ensure that:

(i) shift starts or ends at times which would be convenient to both Management and employees in the interest of the service;

(ii) public transport is/would be available within a reasonable time; and

(iii) unduly long shifts, without lying-in period be avoided.

I. For shift involving night work, the following measures must be ensured:

(i) two consecutive full time shifts should not be performed by the same shift workers, except in unavoidable circumstances;

(ii) as far as possible, a rest period of at least 11 hours between two shifts should be guaranteed, except for disciplined forces; and

(iii) employees do not permanently work on night shifts.

J. One day's pay in respect of workers on shift/roster/staggered hours should be equivalent to eight times the hourly rate.

$$\textbf{Hourly rate} = \frac{\text{Annual salary for the financial year}}{52 \times 40}$$

16.5.40 In addition to the above provisions, as per Circular Letter No. 25 of 2024 of the MPSAR, as from 01 January 2024 and pending the publication of the 2026 PRB Report, public officers working on a shift/roster basis and whose shift/roster falls on a Sunday, are eligible for additional compensation, as recommended at paragraph 16.5.52B(ii) and paragraph 16.5.52C of the 2021 PRB Report, based on the number of hours put in.

16.5.41 For this Report, the Bureau has received numerous representations from the staff side that the implementation of the provision of the abovementioned Circular Letter has created disparities in the remuneration of employees who effectively work on Sundays, but are not categorised as shift or roster workers, as well as those who are remunerated at overtime or hourly rates. Further, the Ministry of Finance drew our attention on a perceived misinterpretation of the original intent of the measure enunciated in the said Circular Letter and consequently requested the Bureau to look into the matter in the context of this review. This issue has been dealt with in Chapter 21 of this Volume.

Compensation for Shift Work/Roster/Staggered Hours

16.5.42 The compensation for workers operating on shift/roster/staggered hours has been made in their respective salary, unless otherwise specified.

16.5.43 The Bureau reiterates that Management should ensure regular rotation of such categories of staff in a spirit of equity to all employees. In addition, the following provisions applicable for workers operating on shift/roster/staggered hours are being maintained:

(a) A Night Shift Allowance is paid to all those shift workers who effectively perform night shift; that is, those effectively working the hours of 11.00 p.m up to 5.00 a.m.

(b) For shift work performed at night, incumbents are granted a pay supplement.

(c) Night shift workers are eligible for the following special provisions:

(i) employees not falling in areas of high turnover/scarcity who have completed 25 years on shift work may be given special consideration with respect to posting of day work, if available, subject to the exigencies of the service;

(ii) shift workers aged 50 years or more, who have worked as night shift workers for 25 years or more, may be given special consideration with respect to opportunities for voluntary early or phased retirement, subject to the exigencies of the service; and

(iii) night shift workers drawing Overtime Allowances or any other allowance for work performed between 11.00 p.m. and 5.00 a.m. should not be paid the night shift allowance.

Recommendation 6

16.5.44 We recommend that the compensation measures enunciated in the above paragraph should continue to prevail for officers operating on Shift/Roster pattern of Work or at Staggered Hours.

16.5.45 For this review exercise, the Bureau has been apprised that certain officers effectively working at night from 11.00 p.m to 05.00 a.m are not eligible for the Night Shift Allowance based on the fact that either they are not categorised as workers working on shift/roster or staggered hours or organisations have not implemented shift/roster or staggered pattern of work due to lack of staff complement. In the given circumstances, request has been made for the Bureau to address this issue. After examination and in a spirit of equity and fairness, we are making an appropriate recommendation.

Recommendation 7

16.5.46 Notwithstanding the provision at paragraph 16.5.43(c)(iii), we recommend that employees who are effectively working at night between 2300 hours and 0500 hours, but not classified as operating on shift/roster/staggered hours and who are either eligible for Overtime Allowance or remunerated at an hourly rate, should be entitled to a Night Duty Allowance equivalent to 25% of the normal rate per hour for hours between 2300 and 0500, including up to a maximum of two hours lying-in period.

Overtime Allowance

16.5.47 Overtime work is work undertaken over and beyond an employee's normal working hours. Currently, employees who work beyond their normal working day are compensated for the extra hours either through overtime payment or compensatory time (equivalent time off).

General Principles

16.5.48 The general principles governing overtime in the public sector are as follows:

(a) Overtime work should be kept to a minimum and should only be undertaken when unavoidable.

(b) Overtime work may be compensated by either payment or time-off.

(c) Employees should not work overtime unless specifically requested to do so by their supervisors in the interest of the service.

(d) Senior officers of certain levels are not eligible for the payment of overtime.

(e) Overtime must be authorised in advance. Records should be kept of the work performed during an overtime period, that is, the actual times at which an officer commences and ceases to work overtime.

Eligibility for Overtime

16.5.49 Employees, except those in the grade of Surveillant, qualify for overtime payment after having performed more than 40 hours' work in a week, while. Surveillants qualify for same after working for more than 60 hours.

16.5.50 Employees falling under the category of all other officers as specified in paragraph 16.5.2 and who normally put in less than 40 hours weekly, are paid overtime allowance for any work done in excess of their normal hours between 33 ¾ and 40 hours, provided they work in excess of 40 hours in a week.

16.5.51 Employees who normally put in less than 40 hours weekly, and who work overtime for a continuous period of over one week, are paid for any work done in excess of their normal hours of work, provided they have worked an average of 40 hours a week during the period of overtime.

Overtime for Shift Work

16.5.52 The practice regarding overtime for shift workers is as follows:

(a) a shift worker is not required to perform more than six days' work in a week;

(b) a shift worker is not entitled to overtime allowance for any work performed on Sundays and Public Holidays except where such work is performed in excess of the normal hours for the day or such work falls outside his shift;

(c) shift workers are paid overtime at approved rates for work in excess of 40 hours in a week, where the shift is of 40 hours weekly; and for work in excess of the appropriate multiple of 40 hours, where the shift covers a cycle; and

(d) employees in the grade of Surveillant are paid overtime at approved rates for work in excess of 60 hours in a week.

Overtime Rates and Computation of Overtime

16.5.53 Overtime allowance is based on the actual number of hours put in and the number of hours which the officer is deemed to have worked, as the case may be. A worker, on approved leave on any working day, is deemed to have put in eight hours of work or the number of hours he should have worked on that day, whichever is less.

16.5.54 A non-shift worker is deemed to have put in eight hours of work or the number of hours of work he should normally have worked, whichever is less, in respect of any Public Holiday falling on a weekday. A shift worker, on approved leave on any shift, is deemed to have put in the number of hours he should normally have worked on that shift.

16.5.55 Where an officer performs the duties of a higher office, overtime allowance is computed on the basis of the total emoluments of the officer, inclusive of any Acting or Responsibility Allowance drawn by him.

16.5.56 The computation of the hourly rate for overtime in respect of officers who are performing the duties of a higher office should be

$$\frac{\text{(Monthly Salary + Responsibility Allowance) x 12}}{\text{52 x 33.75 or 40 (as applicable)}}$$

16.5.57 The rates for payment of overtime are presently as follows:

Period	Hourly Rate
Between 6.00 a.m. and 11.00 p.m. on weekdays	1.5 times hourly rate
Between 11.00 p.m. and 6.00 a.m. on weekdays	Twice hourly rate
On Sundays or Public Holidays and officially declared cyclone days	Twice hourly rate

16.5.58 Hourly rates are calculated on the following basis:

(a) For Workmen's Group including Surveillant and shift workers, workers on roster/staggered hours as well as officers who put in 40 hours of work weekly:

$$\frac{\text{Annual salary for the financial year}}{\text{52 x 40}}$$

(b) All other workers/officers

$$\frac{\text{Annual salary for the financial year}}{\text{52 x 33.75}}$$

Recommendation 8

16.5.59 We recommend that all the provisions governing overtime be maintained.

16.5.60 We further recommend that the working week for computation of overtime should be as specified at paragraph 16.5.2.

Salary Ceiling for Overtime

16.5.61 At present, officers drawing less than Rs 47675 monthly are entitled to payment of overtime allowances. In addition, officers drawing basic salary from Rs 47675 to Rs 62700 monthly, are required to work beyond their normal working hours owing to the nature of their duties for the execution of urgent tasks or for completion of work which cannot be postponed, are paid the hours

of overtime at 80% of the prescribed rate. We are, in this report, maintaining the provision while revising the salary points.

Recommendation 9

16.5.62 We recommend that officers drawing basic salary of less than Rs 60600 be eligible for the payment of overtime allowance.

16.5.63 We also recommend that officers drawing a basic salary as from Rs 60600 to Rs 77750 monthly, who are required to work beyond their normal working hours owing to the nature of their duties for the execution of urgent tasks or for completion of work which cannot be postponed, should be paid the hours of overtime at 80% of the prescribed rate.

Authority for Payment of Overtime

16.5.64 The authority for the approval and payment of overtime should continue to be as recommended in the ensuing paragraphs.

Recommendation 10

16.5.65 We recommend that Supervising Officers and Officers-in-Charge of Ministries/Departments should continue to approve the payment of overtime allowance at their own level, subject to availability of funds under the appropriate Vote item.

16.5.66 We further recommend that, in so doing, they should continue to ensure:

(i) that such work is performed only when it is absolutely necessary; is cost-effective; and is authorised in advance; and

(ii) strict monitoring of the work on an individual basis to prevent employees from resorting to excessive overtime.

Overtime Allowance in the Disciplined Forces

16.5.67 Officers of the Disciplined Forces (Fire, Police, Prisons) are not eligible for overtime allowance but are paid a Commuted Allowance in connection with special assignments.

Recommendation 11

16.5.68 We recommend that officers of the Disciplined Forces (Fire, Police, Prisons) should be paid a Commuted Allowance in connection with special assignments.

Additional Provisions governing Overtime

16.5.69 At present, officers who are called upon to put in beyond 33 ¾ hours and less than 40 hours weekly on a regular basis and who cannot be granted time-off for the extra hours put-in, are paid at the normal hourly rate provided that the officer put in a minimum of five hours in excess of 33¾ hours weekly.

16.5.70 For this Report, one Federation raised concerns regarding the legality of compensating excess hours worked through time-off and consequently requested that extra hours put in be paid in cash. Based on legal advice obtained on this matter, the current mode of compensation is in order. Furthermore, other Unions/Federations holding differing views have proposed that the grant of time-off in lieu of payment for excess hours worked be maintained. In view of the foregoing, we are maintaining existing provisions while specifying the eligibility criteria.

Recommendation 12

16.5.71 We recommend that officers who are called upon to put in beyond 33 ¾ hours and less than 40 hours weekly on a regular basis and who cannot be granted equivalent time-off for the extra hours put-in, be paid at the normal hourly rate provided that the officer puts in a minimum of five excess hours weekly or 15 excess hours monthly. However, this provision would not apply to officers working on Shift/Roster/Staggered hours as well as those officers drawing salary point Rs 77750 and above.

Payment of Overtime to Officers Working at Staggered Hours

16.5.72 Specific provision exists for officers who are required, on a regular basis, to put in additional hours of work to cope with the demands of their jobs, for the grant, on application, of equivalent time-off for the extra hours put in. However, where it has not been possible for Management to grant time off to the officers within a period of four consecutive months, they are compensated at the normal hourly rate, subject to putting in a minimum of 15 extra hours in a month.

16.5.73 In view of the fact that the above provision has been made in a few Ministries/Departments, staff side has represented that employees working at staggered hours are not being paid overtime although they are regularly required to work in excess of 40 hours weekly and on Public Holidays. After examining the request, the Bureau considers that Management should stand guided by the provisions governing overtime and is recommending accordingly.

Recommendation 13

16.5.74 We recommend that, notwithstanding the specific provision made in Volume 2 Part I of this Report in a few Ministries, officers working at staggered hours should be eligible for the payment of overtime, subject to satisfying the provision at paragraphs 16.5.49 and 16.5.57 above.

Compensation for Work Performed on Saturdays

16.5.75 Currently, officers operating on a five-day week basis, who are called upon to work on Saturdays, are granted some form of compensation. Since there have been no representation on the issue, same is being maintained.

Recommendation 14

16.5.76 We recommend that officers operating on a five-day week basis who are required to work on a Saturday, should, as far as practicable, be granted, in the ensuing week, time-off equivalent to the number of hours put in on that Saturday.

Remuneration for Employees including those on Shift/Roster effectively working on Officially declared cyclone days and/or during extreme Weather Conditions

16.5.77 Presently workers on shift or roster, eligible for overtime, are remunerated at twice hourly rate for working on officially declared cyclone days and from the time cyclone warning Class III or IV is removed, up to the time the next scheduled officers take over.

16.5.78 For this review, both Management and the staff side have submitted that there is need to provide appropriate compensation to those employees who, by the nature of their duties, are called upon to attend/perform work around extreme weather conditions, particularly, where an order has been issued by the National Crisis Committee requiring a person to remain indoors during a period of heavy or torrential rain and a situation where a safety bulletin has been issued by the Mauritius Meteorological Services. After studying the issue, the Bureau is making appropriate recommendations.

Recommendation 15

16.5.79 We recommend that workers on shift or roster, eligible for overtime, who work during a Cyclone Warning Class III or IV and continue to work after a Cyclone Warning Class III or IV is removed and until they are relieved, should be paid overtime at twice the hourly rate.

16.5.80 We also recommend that employees who are required to work during extreme weather conditions where an order has been issued by the National Crisis Committee requiring a person to remain indoors during a period of heavy or torrential rain and a situation where a safety bulletin has been issued by the Mauritius Meteorological Services, should be compensated as follows:

(i) overtime at twice the hourly rate to those who are eligible for overtime.

(ii) normal hourly rate at salary point reached in their respective salary scale to those not eligible for overtime.

Control of Overtime

16.5.81 Situations such as staff illness, special projects, and emergencies may arise which make overtime unavoidable. Overtime is, therefore, occasionally necessary to get the job done. However, every attempt should be made to appropriately schedule workload, so that the need for overtime is resorted to a

minimum and constant monitoring should be exercised to ensure that work is performed in the most cost-effective way to meet goals and responsibilities.

16.5.82 With a view to ensuring fairness and consistency in the performance of extra hours of work while preventing abuse and reinforcing organisational integrity in the Public Sector, the Bureau has in its last Report recommended that Public Sector organisations should adopt the "Best Practice Guide on Overtime Management in Public Sector" developed by the former Independent Commission Against Corruption (ICAC). In addition, the following provisions were maintained:

(a) to control overtime, Management, subject to the concurrence of the MPSAR, has to:

(i) arrange for work shifts/pattern of work to be changed in case of work of long or continuous duration that need to be completed after normal working hours;

(ii) ensure that reports and records be improved to strengthen accountability of overtime use;

(iii) develop procedures and standards for evaluating when an unscheduled absence in identified posts may require scheduling officers for overtime work;

(iv) identify posts which may not need scheduling officers for overtime if workload is light; and

(v) adequately monitor overtime on an individual basis to prevent employees from working excessive overtime; and

(b) Management of Organisations should also submit a quarterly return to the Ministry of Finance indicating the amount incurred for the payment of overtime.

16.5.83 Since the National Audit Office has again flagged the excessive performance of overtime in certain sectors, we consider that there is need for a reinforced mechanism to track down the cause of such cases as well as the determination of plausible remedial action. The Bureau is, accordingly, reinforcing the current provision.

Recommendation 16

16.5.84 We recommend that Public Sector organisations should adhere to the measures enunciated at paragraph 16.5.81 above.

16.5.85 We also recommend that Ministries/Departments/Organisations should submit a quarterly return to the MPSAR for overtime work considered on the high side, so that the latter along with the Ministry of Finance, may look into the matter and determine whether the current human resource

is adequate or otherwise, as well as advise the organisation concerned on ways and means to curb overtime, including through appropriate Human Resource Planning.

Protocol on Heavy/Torrential Rain and Tropical Storms/Cyclones for the Public Sector

16.5.86 The MPSAR, in consultation with the Ministry of Local Government, Mauritius Meteorological Services (MMS), National Disaster Risk Reduction and Management Centre and other Ministries and Departments, has reviewed the existing "Protocol on Heavy Rainfall for the Public Sector" and has come up with a revised "Protocol on Heavy/Torrential Rain and Tropical Storms/Cyclones for the Public Sector" in line with the Mauritius Meteorological Services (Warnings) Regulations 2023. Further, Supervising Officers have, by way of MPSAR's Circular Letter No. 1 of 2025, been requested to ensure strict adherence to the revised Protocol as well as ascertain that the contents of the Circular Letter are brought to the attention of all officers serving in their respective Ministries/ Departments/ Local Authorities and Parastatal Organisations falling under the *aegis* of their Ministry.

16.5.87 The overall objective of the new Protocol is to provide practical guidance on work arrangements to be made in times of heavy rain/localised heavy rain/torrential rain and tropical storms/cyclones with a view to ensuring the safety of employees and service continuity, as far as practicable. The revised protocol, available on the MPSAR's website, contains, among others, additional provisions on the new system of warning issued by the MMS; and work arrangements applicable during existing warnings such as "Torrential Rain" and "Cyclone Warnings", as well as "Safety Bulletins" and "Termination Bulletins".

16.5.88 The protocol is applicable to Ministries/Departments and public sector organisations, except for those:

- in the essential and emergency services;
- operating on shift, roster and staggered hours;
- whose services are required in connection with weather conditions; and
- where a protocol already exists.

Those officers who are required and bound to attend duty during a Cyclone Warning Class III or IV should, therefore, continue to do so.

Cyclone Warning System: Work Arrangements

16.5.89 As per the new Protocol on Heavy/Torrential Rain and Tropical Storms/Cyclones for the Public Sector:

(i) Whenever a Cyclone Warning:

(a) **Class I or II** is issued by the MMS, it is **a normal working day** for employees. However, the latter should take all necessary precautions and be on the constant lookout regarding evolution of the weather conditions.

(b) Heads of Ministries/Departments should closely monitor the situation once a cyclone warning is in force in the country and should take appropriate action to release their staff as soon as a cyclone warning **Class III** is officially issued during working hours.

(c) **Class III or IV** is issued or a **Safety Bulletin** to lift Cyclone Warning class III or IV by the MMS, workplaces should be closed, except for essential and emergency services and work from home be operational, as far as possible and practicable.

(ii) Following the issue of a **Termination Bulletin**, on the advice from the National Crisis Committee to the effect that outdoor risks have considerably decreased, work should resume normally in all sectors in a phased manner, depending on the nature and extent of damages caused. Employees are required to attend duty provided that the Bulletin is issued **before 1000 hours** during a working day and public transport is available.

Heavy Rain Watch

16.5.90 Upon issue of a "**Heavy Rain Watch**" by the MMS, a normal working day for employees is maintained, except where there is an official communiqué stating otherwise.

Heavy Rain and Torrential Rain Warning: Work Arrangements

16.5.91 The main provisions, as per the Protocol on Heavy/Torrential Rain and Tropical Storms/Cyclones for the Public Sector, applicable in case of a heavy rain/ torrential rain warning is in force, are as follows:

(a) Upon issue of a **"Heavy Rain Warning"** by the MMS, employees should report for duty, by taking necessary precautions for their own safety and security. However, employees, except those mentioned at paragraph 16.5.88, should not report for duty in the event a communiqué is issued by the relevant authority, **before working hours**, to that effect.

(b) In the event the MMS issues a **"Torrential Rain Warning"**, Supervising Officers of Ministries/Departments/public sector organisations should activate the Cyclone and Heavy Rainfall Committee (CHRC) and closely monitor the situation. Work arrangements should be made in accordance with instructions issued by the relevant authority in the best interest of the service and employees.

(c) In case a communiqué is issued during working hours for the release of employees, Supervising Officers should immediately take necessary

actions, on the basis of established arrangements, for the staggered release of their employees. Further, employees should await instructions from the Supervising Officer of their respective Ministry/ Department/public sector organisation before leaving their work place.

(d) In the event an employee decides to leave office, in spite of the Supervising Officer's request/warning not to do so, he/she should, before leaving office, sign an undertaking as provided in the protocol.

(e) To ensure that the staggered release of employees is effected in an orderly manner, the CHCR should work out the release arrangements for the attention of all employees and have them reviewed on a regular basis.

(f) With a view to ensuring the safety of employees, consideration should also be given to the following factors:

(i) pregnant women and employees with mobility problems/disability issues should be allowed to leave on a priority basis;

(ii) employees who have to pick up their underage children from kindergartens or nurseries should be released first;

(iii) employees who reside or work in affected areas should be allowed to leave earlier;

(iv) given that certain transport services might cease to operate in adverse weather conditions, employees who rely on such transport facilities should also be given priority to leave; and

(v) for all other employees, arrangements should be made for their release in stages, according to their travelling distances.

Recommendation 17

16.5.92 We recommend that Ministries/Departments/Organisations should continue to stand guided by the procedures laid down in the Protocol on Heavy/Torrential Rain and Tropical Storms/Cyclones for the Public Sector issued by the MPSAR.



16.6 TASK WORK IN THE PUBLIC SECTOR

16.6.1 Task Work is carried out by incumbents in certain grades as determined by the Supervising Officer. The motivational drive of this mode of work is that the employees may be released earlier after completing the assigned task subject to certain set conditions.

16.6.2 Some public sector organisations adopt the task work mode of operation in view of the nature of certain services they provide. The Refuse Collection Service in the Local Authorities, for example, operates along these lines.

16.6.3 The following guidelines currently apply for the task work mode of operation:

(a) (i) task work should be applicable where the task rates have been recommended by the Head of Division and approved by the Supervising Officer;

(ii) the daily task assigned should be measured and certified by the Supervisors before the employees are allowed to leave their sites of work; and

(iii) roll call should be made immediately after resumption of duty following lunch time.

(b) regular site visits should be effected by Supervisors to ensure that the assigned tasks are being carried out effectively and wherever warranted, corrective actions should be taken; and

(c) employees may be allowed to leave their sites of work on the following conditions:

(i) on completion of the allocated tasks subject to being controlled and certified by the Supervisors; and

(ii) they have been in attendance for a minimum number of hours which should be around 75% of the normal working hours of the corresponding grade not operating on task work mode.

16.6.4 The Bureau considers that these guidelines are still valid, and hence, should continue to prevail.

Recommendation 1

16.6.5 We recommend that the guidelines governing Task Work as listed at paragraph 16.6.3 above should be adhered to.

Overtime for Employees Operating on Task Work Basis

16.6.6 Employees of the Workmen's Group operating on a task work basis who put in additional hours of work above 30 hours in a week are presently paid overtime at the applicable rate. This provision is being maintained.

Recommendation 2

16.6.7 We recommend that employees of the Workmen's Group operating on a task work basis should, after completion of the daily task work as certified by the site Supervisors, be paid overtime at the rate applicable for all additional hours of work put in above 30 hours in a week.



16.7 SPECIAL DUTY AND EXTRA DUTY ALLOWANCE

16.7.1 Special Duty/Extra Duty Allowance is payable to senior officers who are not eligible for payment of overtime and who are required to regularly work for long hours beyond their normal office hours due to the nature of their duties, for the execution of urgent tasks or for the timely completion of specific assignments/reports.

16.7.2 By virtue of current provisions, senior officers up to the level of Deputy Permanent Secretary are eligible for the payment of a Special Duty/Extra Duty Allowance equivalent to three times the increment reached in their respective salary scale, subject to putting in a minimum of 25 excess hours per month. Moreover, senior officers not entitled to any form of compensation for additional hours of work for the completion of specific assignments/projects are eligible for an allowance, subject to satisfying certain criteria.

16.7.3 Unions representing different grades across the Public Sector made requests for payment of Special Duty/Extra Duty Allowance to officers who are not eligible for overtime. Management of certain Ministries/Departments as well as Parastatal Bodies also made submissions for the grant of this allowance to officers in specific professional grades, though they do not put in a minimum of 25 excess hours per month. On the other hand, the Ministry of Public Service and Administrative Reforms (MPSAR) requested for a harmonisation of the mode of compensation.

16.7.4 All requests have been examined and we are, in this Report, bringing some improvements to our recommendation to ease its implementation.

Recommendation 1

16.7.5 We recommend that officers up to the level of Deputy Permanent Secretary, who are not eligible for the payment of overtime and are regularly required to work unusually long hours beyond normal office hours for the completion of assignments/reports by set time frame as per mandatory/administrative requirements or specific nature of their duties, should be paid a monthly allowance equivalent to 10% of the monthly salary OR three times the increment reached in their respective salary scale, whichever is the higher, subject to putting in a minimum of 25 excess hours per month, upon approval of the Supervising Officer.

16.7.6 We also recommend that senior officers, not eligible for the payment of overtime or extra duty allowance or any other form of compensation for additional hours of work put in for the completion of specific assignments/reports/projects, should continue to be paid a monthly allowance at hourly rate up to a maximum of one third of the officer's monthly salary for an assignment/report/project of a duration of not less than two weeks, subject to the approval of the MPSAR.

16.7.7 Notwithstanding the above provisions, we recommend that officers, who have put in less than 25 extra hours may, subject to exigencies of service, be granted equivalent time-off.



16.8 SALARY ON PROMOTION

16.8.1 Promotion is classified as either “class-to-class” or “grade-to-grade” as per the following broad definitions:

(i) “class-to-class promotion” means promotion to a rank which entails greater responsibilities of a **different nature** to those previously undertaken and performed; and

(ii) “grade-to-grade promotion” means promotion to a higher grade in the **same hierarchy** which entails greater responsibilities of the **same nature** to those previously undertaken and performed.

16.8.2 In our last Report, various provisions were revisited with a view to providing harmonious industrial relations for an efficient and effective service delivery. Since the publication of the 2021 PRB Report, several cases were submitted on an *adhoc* basis to the Bureau mainly relating to interpretation of “class-to-class promotion” and “grade-to-grade promotion” and consequently determination of the number of increments to be granted upon promotion. A few similar cases were also examined by the Standing Committee on Implementation of PRB Recommendations at the MPSAR.

16.8.3 In their submissions, the Federations and Unions requested for the grant of three increments irrespective of the type of promotion, that is, whether “class-to-class” or “grade-to-grade”. Proposals were also received from the MPSAR and other quarters for consideration of a framework on salary on promotion and for increments on promotion to be exclusive of previous increments obtained by virtue of specific provisions, among others.

16.8.4 All the requests and their implications have been carefully examined by the Bureau. Moreover, during consultative meetings, Federations have been apprised of some likely unintended consequences of their proposals.

16.8.5 In the light of implementation issues faced by the Human Resource (HR) Cadre in interpreting “class-to-class” and “grade-to-grade” promotions, we are, hereunder highlighting some practices which are still valid:

(i) “class-to-class promotion” should continue to be invariably made on the basis of selection; and

(ii) “grade-to-grade promotion” should continue to be determined on a case-to-case basis with the mode of promotion explicitly stated in the relevant schemes of service.

16.8.6 We hold that the definitions of the two types of promotion should continue to be as per paragraph 16.8.1 above. Though not exhaustive, we are bringing the following clarifications based on cases examined after the publication of the 2021 PRB Report:

(i) though appointment to a higher grade is made by selection from a single lower grade, it should still be considered as a "class-to-class promotion" if the lower grade is from a **different** hierarchy and the nature of duties is different. It is to be highlighted that a grade may have different avenues of promotion and, therefore, the proper hierarchy should be identified;

(ii) for an **entry grade,** where by virtue of the scheme of service or arrangement in force, recruitment is through open competition, that is, by selection from the market, this does not preclude serving officers to equally apply for the post. **Appointment of the serving officers in such cases should be considered as a "class-to-class promotion**";

(iii) appointment to a grade which carries the same top salary as the substantive position does not constitute a promotion in line with the definition of promotion in the PSC Regulations; and

(iv) the grant of increments on appointment should be on the basis of provisions of PRB Reports in force at the time of appointment notwithstanding the fact that the selection exercise has been carried out at an earlier stage. Whenever recruitment is carried out in different batches with different dates, appointment in each batch should be governed by provisions of prevailing PRB Reports.

16.8.7 The existing provisions regarding salary on promotion are still valid and are therefore being maintained.

Recommendation 1

16.8.8 We recommend that:

(i) for Grade-to-Grade promotion, an officer should join the initial salary or flat salary of the higher grade or be granted a maximum of three increments worth at the incremental point reached in the lower grade (to be read from the Master Salary Scale) whichever is higher, provided the total emoluments of the officer should not be more than the maximum salary of the higher grade; and

(ii) for Class-to-Class promotion, officers should draw the initial salary of the higher grade or receive one increment if they were drawing the same salary point as the initial or more.

16.8.9 We also recommend that, subject to the above paragraphs:

(a) the salary of an officer, who is promoted after having benefitted from the grant of Long Service Increment, should be adjusted by the grant of an aggregate not exceeding three increments, inclusive of the previous increment/s obtained for long service prior to his promotion, subject to the maximum salary of the higher grade;

(b) an officer who has drawn the top salary for a year and has been allowed to move by either one or two or three increments in the Master Salary Scale after having consistently performed efficiently and effectively during the preceding two years, should, on promotion, be granted a maximum of three increments, inclusive of the previous increment/s earned for movement beyond top salary prior to his promotion, subject to the maximum salary of the higher grade; and

(c) notwithstanding paragraph 16.8.9 (a) and (b), officers who have moved incrementally beyond their top salary in the Master Salary Scale on account of specific provisions (e.g obtention of additional qualifications, academic achievement through published research, teaching, administrative contributions and publications) should, on promotion, have their salary adjusted by a maximum of three increments, exclusive of the increment earned by virtue of the specific provisions, subject to the top salary of the grade.



16.9 INCREMENTAL CREDIT AND INCREMENTAL MOVEMENT

16.9.1 Most grades in our framework carry a salary scale, save for a few ones which have been granted a flat (spot) salary. A salary scale is a segment of the Master Salary Scale, where its minimum and maximum salary points are also referred to in our Report as the initial and top salary respectively. An employee normally joins a grade at the initial of the salary scale and subsequently moves along incrementally on a yearly basis. However, such incremental movement has to be earned; subject to satisfying the performance criteria, as agreed in the performance agreement or other conditions depending on the case.

Incremental Credit

16.9.2 Besides the annual incremental movement based on good performance, provisions exist for the grant of incremental credits for previous experience acquired under supervision prior to joining the service; and temporary service completed in the same capacity prior to substantive appointment. An employee is also eligible for further increments on account of Long Service Increment (LSI), whereas graduates and above are allowed to move beyond their top salary in the Master Salary Scale, subject to satisfying certain conditions. These two benefits are reported under the present Condition of Service.

Incremental Credit for Experience

16.9.3 At present, one incremental credit for each year of experience acquired before joining the service up to a maximum of three is granted to:

(i) specific categories of employees reckoning:

(a) post-registration experience of professionals such as General Practitioners, *formerly Medical and Health Officer/Senior Medical and Health Officers* and Dental Surgeon/Senior Dental Surgeons;

(b) experience after having obtained the right to practice from the appropriate registered professional body or Council as in the case of Architects, Engineers and others;

(c) post-qualification relevant experience acquired by other categories of graduates who may not normally require registration or authorisation before practice; and

(d) post-qualification experience in a recognised hospital for fully qualified nurses.

(ii) public officers, falling under categories laid down at paragraph 16.9.3(i) above, who have acquired years of experience in a similar capacity, and subsequently move from one institution to another where both are covered by the Pay Research Bureau and the officer joins at the initial point in the salary scale of the new promoted/appointed grade.

16.9.4 Provisions equally exist for the grant of more than three incremental credits for relevant experience in areas of scarcity as well as in cases where recruitment and retention problems are being encountered, subject to the approval of the Ministry of Public Service and Administrative Reforms (MPSAR).

16.9.5 For this Report, Unions and Federations made no proposal with respect to this Condition. The MPSAR on its side requested, among others, for post-qualification relevant experience to be in the same field as that required for the officer's substantive appointment. However, this could not be taken on board due to technical reasons.

16.9.6 The Bureau was also requested to clarify one of our recommendations why the experience acquired by an officer should be "under supervision", in order to make the latter eligible for the grant of incremental credit for possessing relevant experience prior to joining the service. This is so to ensure that the experience the officer claims to have acquired was relevant and appropriate and duly certified by someone qualified and reckoning experience in the field concerned.

16.9.7 We are therefore not bringing any change to the existing recommendations.

Recommendation 1

16.9.8 We recommend that:

(i) officers falling under categories listed at paragraph 16.9.3 (i) (a) to (d), confirmed in service, and holding a substantive appointment in their current grade should, upon production of duly certified documentary evidence of experience acquired under supervision in a similar capacity either locally or internationally, under licensed private practice or in a legally recognised institution or firm, continue to be eligible for one incremental credit for each year of experience acquired prior to joining the service up to a maximum of three increments as from date of application;

(ii) employees falling under the categories laid down at paragraph 16.9.3 (i) (a) to (d) employed in either the Civil Service or Parastatal and other Statutory Bodies or Local Authorities or Private Secondary Schools, reported upon by the Pay Research Bureau, who move from one institution, where the Civil Service is considered as a single institution, to another where both are covered by the PRB, should be eligible for one incremental credit, for each year of experience acquired prior to joining the service in a similar capacity up to a maximum of three increments as from the date of application, provided the officer has been granted the initial salary in the salary scale of the newly promoted/appointed grade;

(iii) incremental credit for experience beyond three increments may be granted, subject to the approval of the MPSAR, in cases where an organisation encounters difficulty in the recruitment and retention of officers in a grade;

(iv) the Standing Committee on Incremental Credit under the Chairmanship of the MPSAR, comprising representatives of the Ministry of Finance, the Mauritius Qualifications Authority, the Higher Education Commission, the Pay Research Bureau and, where necessary, the Ministry/Department/ Organisation concerned, should continue to examine applications for incremental credit for experience acquired prior to joining the service and make awards as appropriate; and

(v) notwithstanding the above provisions, incremental credit for experience acquired prior to joining the service should not be granted to employees:

(a) who have benefitted from a negotiated salary at entry representing more than three increments at initial of the salary scale of the grade concerned through any specific recommendations contained in other Volumes of this Report; and

(b) who have been recruited in grades where at least three years' post-qualification experience is a requirement for appointment thereto.

Incremental Credit for Temporary Service

16.9.9 At present, officers are granted one incremental credit for each completed year of temporary service in the same capacity as for the substantive position, whether on first appointment or not, subject to meeting certain conditions.

16.9.10 Given that no representation was received in respect of incremental credit for temporary service, the present arrangements are considered appropriate and are, therefore, being maintained.

Recommendation 2

16.9.11 We recommend that one incremental credit for each completed year of temporary service in the same capacity as for the substantive position, should continue to be granted to employees whether on first appointment or not, provided that:

(i) their service is continuous;

(ii) the adjusted salary is not higher than what the officer would have drawn had he been appointed in a substantive capacity on joining the grade concerned;

(iii) in case of first appointment, eligible employees appointed as from 01 January 2026, do not draw a higher salary than officers appointed in the same capacity before 01 January 2026 and having a similar period of service or more;

(iv) such incremental credit is payable as from the date the officer is appointed substantively in the post or the date of confirmation, as applicable; and

(v) where the temporary service, in the case of a confirmed officer, is less than one year, one incremental credit is payable as from the date the officer completes one year service in the grade or on 01 January, whichever is the earlier.

Incremental Credit to Officers of Technical Cadre giving Assistance to Professionals

Recommendation 3

16.9.12 We recommend that officers in entry grades of a technical Cadre with a salary the maximum of which is not less than Rs 60600, may be allowed to move beyond their top salary incrementally by the number of additional increments as approved by the Standing Committee on Higher Qualification Incentive and Incremental Credit for possessing additional qualification should be maintained subject to incumbents:

(i) holding a Degree or postgraduate Degree while the qualifications requirement for the entry grade is a Diploma; and

(ii) being required to perform part of the professional functions on a sustained basis for at least one year.

16.9.13 The above recommendations should also apply in Parastatal Bodies, Local Authorities and the Rodrigues Regional Assembly.

Incremental Movement for Graduates and Professionals

16.9.14 Currently, officers in entry grades/promotional entry grades as well as officers belonging to promotional grades requiring a degree or a professional qualification and officers drawing salary up to a certain level are allowed to move beyond their respective top salary, subject to satisfying certain conditions.

16.9.15 This incremental movement beyond top was introduced to ensure that the remuneration package of graduates and professionals is competitive and the grant of the additional increment(s) is linked to performance criteria to instill a performance-oriented culture among officers of the Public Service.

16.9.16 After carrying out a study on this benefit, and considering the observations made by other parties, including the Ombudsman, we hold that the existing provisions are appropriate. However, we are providing clarification regarding eligibility for payment of subsequent increment(s).

Recommendation 4

16.9.17 We recommend that officers belonging to entry grades/promotional entry grades which require a University Degree or a recognised professional equivalent qualification and who draw salary in a scale the maximum of which is not less than Rs 77750, upon reaching the top salary of their grade, should be allowed to move incrementally in the Master Salary Scale up to salary point Rs 84500, provided they satisfy the performance criteria as set out at paragraph 16.9.21.

16.9.18 We also recommend that officers who draw salary in a scale the maximum of which is not less than Rs 86750 and not more than Rs 122000 and who have reached the top of their respective salary scale, should be allowed to move incrementally up to a maximum of two increments in the Master Salary Scale, provided they satisfy the performance criteria as set out at paragraph 16.9.21.

16.9.19 We further recommend that the above recommendations should also apply to officers drawing flat salaries in the corresponding range.

16.9.20 We additionally recommend that officers belonging to promotional grades which require a University Degree or an equivalent professional qualification and who draw salary in a scale the maximum of which is not less than Rs 77750 should, upon reaching the top salary of their grade, be allowed to move incrementally up to salary point Rs 80000 provided they satisfy the performance criteria as set out in the ensuing paragraph.

Performance Criteria

16.9.21 Eligible Officers should satisfy the following conditions to be able to move incrementally beyond their top salary, unless stated otherwise:

(i) 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) have been efficient and effective in their performance during the preceding year; and

(iv) are not under report.

16.9.22 All the above recommendations regarding incremental movement for graduates and professionals should also apply in Parastatal Bodies, Local Authorities and the Rodrigues Regional Assembly.

Long Service Increment

16.9.23 Employees in grades other than entry grades or promotional entry grades where a degree is required and grades with a salary scale the maximum of which is not less than Rs 69800, are currently eligible for the grant of Long Service Increment (LSI), subject to meeting certain criteria, namely officers should reckon at least 22 years' service in a single grade; and should have drawn the top salary of their salary scale for at least two years. In grades/cadres where there is limited or no opportunity for promotion, these two increments are meant as enhanced earnings to employees and also as a recognition of their long-term service.

16.9.24 In the last Report, this provision was enhanced whereby the qualifying number of years of service in a single grade was reviewed from 24 years to 22. For this review, Unions requested to further decrease the number of years to 15 and review the number of increments granted in respect of LSI to three. Additionally, Union proposed to ease the criteria for eligibility so that LSI be extended to all officers irrespective of their salary level and not to require them to stay on their top salary for two years but instead grant them LSI once they complete 22 years of service. After examining all the proposals, we are further enhancing this provision by reviewing downward the qualifying length of service.

16.9.25 Moreover, further to reported implementation problems encountered by the MPSAR with respect to this benefit, a working session was held with relevant stakeholders to thrash out certain issues and these have been addressed in this Report. The Bureau has also been informed that the recommendation for granting LSI is not being implemented in a uniform manner across the Public Service. In this respect, we wish to point out that **once an employee satisfies all the criteria, irrespective of chronological order, he should be eligible for the grant of LSI.**

16.9.26 We are, as a result, maintaining existing recommendations while providing for new ones to allow for consistency to prevail in their implementation. We are also reviewing the qualifying length of service.

Recommendation 5

16.9.27 We recommend that officers reckoning 20 years' service in a single grade and who have drawn the top of their respective salary scale for at least two years, should be eligible for a first increment for LSI, to be read from the Master Salary Scale and thereafter, a second and final increment should be paid after another period of two years.

16.9.28 The above recommendation would not apply to officers in entry grades or promotional entry grades that require a degree AND grades with a salary scale the maximum of which is not less than Rs 86750 or above.

16.9.29 We also recommend that for the implementation of paragraph 16.9.27:

(i) 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 reckoned in the grades concerned should be considered;

(ii) where a Qualification Bar (QB) exists in a salary scale and an officer does not possess the required qualification to cross same, the salary point immediately before the QB shall be deemed to be the top salary;

(iii) for officers who have been re-deployed by virtue of a decision of Government, and required to perform similar duties in a grade bearing the same or a different appellation, the aggregate number of years of service should be taken into consideration;

(iv) where an officer has been allowed to move in the salary scale of a higher grade, as per a specific provision of our Report, it is deemed that he has not stayed in a single grade and, therefore, would not qualify for LSI;

(v) where an eligible officer has moved beyond his top salary in the Master Salary Scale by virtue of a specific or general recommendation made by the Bureau, excluding (i) above, the salary point reached should be deemed as his new top;

(vi) where an officer has moved beyond his top salary in the Master Salary Scale by virtue of some decision/provision not emanating from the Bureau, the new salary point reached following this movement should not be deemed as his top salary;

(vii) where an officer has benefitted from additional increment(s) by virtue of specific provision(s) contained in our Report for possession of additional qualification(s), the new salary point reached after drawing the additional increment(s) shall be deemed to be his new top salary; and

(viii) an officer who has been granted LSI in the first instance and subsequently qualifies for further movement as per a recommendation of the Bureau for possessing additional qualification, should be allowed to move over and above the salary point reached by virtue of LSI, by the number of increments as provided in the recommendation concerning possession of additional qualification.

16.9.30 For the purpose of implementing the above provisions, only one increment should be paid at a time in any calendar year.



16.10 ACTING AND RESPONSIBILITY ALLOWANCES

16.10.1 In the Public Sector, it is common practice to resort to an acting appointment, whenever there is operational need and where the duties of a vacant post must be undertaken by another officer. Acting appointment is a non-substantive appointment in which an officer is appointed to undertake the duties of a vacant post and is an administrative arrangement made at the discretion of Management. However, it is not obligatory that acting appointment must be made whenever a post is vacant.

16.10.2 The practice of making acting appointment and the mechanism adopted in the Public Sector is considered as an important management tool to assess an officer's suitability for substantive promotion, particularly in the case of long-term acting. Even in the case of short-term acting arrangements, it provides opportunities for officers to try out their potential to perform duties at a higher rank for staff development purpose.

16.10.3 For this review, the main representation received from Federation was for the period of actingship to be limited to a maximum of three years. After examining the issue, we consider that it would be more appropriate for Responsible Officers to ensure that where permanent vacancies exist, same should be filled without undue delay.

16.10.4 We consider the existing provisions adequate and are therefore not bringing any change thereto.

Acting Allowance

Recommendation 1

16.10.5 We recommend that the quantum of Acting Allowance to be paid, irrespective of a grade-to-grade or class-to-class situation, should represent the difference between the initial or flat salary of the higher post and the substantive salary of the officer, provided the allowance is not less than three increments worth at the incremental point reached in the substantive post. In case of overlapping of salary scales, the allowance should be equivalent to three increments worth at the incremental point reached in the substantive post provided the total emoluments of the officer should not be more than the maximum salary of the higher post.

Responsibility Allowance

16.10.6 An officer who is assigned, for administrative convenience, the duties of a higher post where the mode of appointment is by selection from among serving officers and/or from among candidates outside the service, is normally granted a Responsibility Allowance. Since the current provision is still valid, it is being maintained.

Recommendation 2

16.10.7 We recommend that the appointee should be paid a Responsibility Allowance as per the following conditions:

(i) the allowance is equivalent to the Acting Allowance when he is fully qualified to act in the higher post;

(ii) when he is not fully qualified to act in the higher post, the allowance is equivalent to 80% of the Acting Allowance; and

(iii) when appointment to a higher office is made by selection and no additional qualification is required, whether in terms of academic or technical qualification or experience or in terms of physical requirements, the allowance is equivalent to the acting allowance.

Qualifying Periods/Specific Provisions

Recommendation 3

16.10.8 We recommend that the qualifying period/specific provisions governing Acting and Responsibility Allowance should be as follows:

(i) Acting or Responsibility Allowance is paid to an officer who acts in the higher office for a continuous period of seven days, that is, the assignment should be for at least seven continuous days, inclusive of Saturdays, Sundays and Public Holidays except for those who act in an Accounting/Responsible Officer position where the actingship is payable even if the period of actingship is less than seven days;

(ii) no Acting or Responsibility Allowance is paid to an officer, performing higher duties, for any period of absence of seven days at a stretch;

(iii) where an officer who is acting in a higher office proceeds on official mission overseas, he is paid a special allowance equivalent to the Acting Allowance he would have drawn had he not gone on mission;

(iv) an officer, who is acting in an Accounting/Responsible Officer position for a period of at least three consecutive days or more but less than seven days, is paid 80% of the normal Acting/ Responsibility Allowance payable for the period in the normal circumstances. No formal actingship or payment is made for a period of less than three days; and

(v) an officer, who has been appointed to act or assigned duties in an Accounting/Responsible Officer position by the relevant Service Commission or Board *vice* permanent vacancies or *vice* temporary vacancies which would eventually become permanent, should be eligible for all benefits attached to the post after a continued period

of actingship of at least four months except Car Benefits, which should be in line with paragraph 16.2.144 of this Volume.

Responsibility Allowance to Employees of the Workmen's Group

Recommendation 4

16.10.9 We recommend that the Responsibility Allowance payable to employees in the Workmen's Group should be computed:

(i) on the same basis as for Acting Allowance even if the employee is not fully qualified;

(ii) for the full period of actingship (inclusive of Saturdays, Sundays and Public Holidays) whenever the period of actingship exceeds such continuous days; and

(iii) on the basis of the actual number of days worked in case the actingship is less than seven days.



16.11 MEAL ALLOWANCE

16.11.1 Employees who are unexpectedly retained on duty after a normal day's work for at least three hours beyond their normal working hours and those who are required to work during torrential rains and cyclonic conditions, that is, the official cyclone warnings class III and IV, are either provided with meals where catering facilities are available or paid a Meal Allowance of Rs 150 for each meal.

16.11.2 The Supervising Officer of an organisation may also grant a meal or a meal allowance of Rs 150 for each meal to employees although they have been given advance notice and retained beyond their normal working hours for urgent work or for the timely completion of an assignment or a project which is of a longer duration of at least one month and requires officers to continuously work for at least three hours beyond their normal working hours.

16.11.3 However, the provisions at paragraphs 16.11.1 and 16.11.2 above are not applicable to an employee who regularly performs overtime or is scheduled to work according to a roster or shift pattern or at staggered hours except that when the employee is unexpectedly required to work due to absences, torrential rains or Cyclone Warnings Class III or IV. Additionally, where operational needs require employees to work on shift or roster basis or at staggered hours, the organisation is required, to the extent it is practical, to provide appliances such as refrigerator, electric kettle and microwave/hot plate for use by them.

16.11.4 As far as the grant of a meal or the payment of a meal allowance in foreign jurisdictions is concerned, both the quantum in terms of fixed meal allowance, actual expense reimbursement or per diem and eligibility criteria for meal allowance, vary from country to country and depend on the prevailing employment and Conditions of Service.

16.11.5 In the context of this review exercise, the staff side has proposed that the quantum of meal allowance be reviewed and officers working on shift/roster/staggered hours be granted meal allowance and not merely in unexpected situations. They were consequently informed of the philosophy for the grant of meal allowance and provided with other relevant information. The provision of a messroom for employees working on a roster pattern of work, being an implementation issue, should be addressed by Management.

16.11.6 After examination of the submissions, we consider the existing provision appropriate. Same is, therefore, being maintained, while the quantum of allowance paid in lieu of meal is being revised.

Recommendation 1

16.11.7 We recommend that employees satisfying the conditions as mentioned at paragraphs 16.11.1 and 16.11.2 above, be either provided with a meal, where catering services are available or paid a Meal Allowance at a revised rate of Rs 175 per meal.

16.11.8 We also recommend that where operational needs require employees to work on shift or roster basis, or at staggered hours, the organisation should, to the extent it is practical, provide appliances such as refrigerator, electric kettle and microwave/hot plate for use by them.



16.12 SUBSISTENCE ALLOWANCE

16.12.1 Subsistence Allowance is payable to eligible officers to cover the cost of meals and/or accommodation while proceeding on short official visits from Mauritius to Rodrigues and the Outer Islands and *vice versa* or on short training of up to five days from Rodrigues to Mauritius.

16.12.2 Currently, officers are eligible for the payment of a Subsistence Allowance of Rs 1250 per night when Board and Lodging are not provided; Rs 575 per night if lodging is provided and officers have to make their own arrangements for meals; and Rs 300 per night if lodging is provided on Half-Board and officers have to make arrangements for at least one meal.

16.12.3 Following the publication of the 2021 PRB Report, certain stakeholders from the Management side, have represented that the quantum of allowance payable does not reflect the market rate of lodging and meals. For this Report, the Federations have also requested for a revision of the quantum of Subsistence Allowance.

16.12.4 Proposal has also been made that officers accompanying a delegation proceeding on short official visits, should not be paid Subsistence Allowance. The Bureau holds that an officer officially designated to accompany a delegation on an official visit, is eligible for the payment of Subsistence Allowance subject to satisfying the set criteria at paragraph 16.12.2.

16.12.5 We have, in this Report, looked at the submissions of parties concerned and we are revising the quantum of the allowance.

Recommendation 1

16.12.6 We recommend that officers who proceed on:

(a) short training of up to five days from Rodrigues to Mauritius;

OR

(b) short official visits from Mauritius to Rodrigues and the Outer Islands and *vice versa*, in their normal course of duties/ assignments, to attend training/workshop/seminars, court cases or be on attachment;

should be paid a Subsistence Allowance as hereunder:

(i) Rs 1420 per night when Board and Lodging are not provided;

(ii) Rs 655 per night if Lodging is provided and officers make their own arrangements for meals; and

(iii) Rs 340 per night if Lodging is provided on Half- Board and officers have to make arrangements for at least one meal.



16.13 OUT OF POCKET ALLOWANCE

16.13.1 "Out of Pocket" Allowance is meant to cover incidental expenses of officers who proceed on short official visits either for part of a day or stay overnight on any of the islands forming part of the Republic of Mauritius. The allowance is equally payable to officers who travel by sea on official visits to Agalega and St Brandon for the number of days they stay on board from and to Mauritius.

16.13.2 The daily rate of the "Out of Pocket" Allowance is Rs 200 and part of a day is considered as a whole day for the purpose of payment of this allowance.

16.13.3 No representation has been made by either the Federations or Management in the context of this review exercise.

16.13.4 In view of its continued validity, we are maintaining the allowance and reviewing its quantum.

Recommendation 1

16.13.5 We recommend that an "Out of Pocket" Allowance of Rs 220 be paid to officers who:

(i) perform official visits either for part of a day or on short official visits to any of the islands forming part of the Republic of Mauritius; and

(ii) travel by sea on official visits to Agalega and St. Brandon for the number of days they stay on board from and to Mauritius.



16.14 UNIFORMS

Uniforms and Uniform Allowance

16.14.1 Beneficiaries of Uniform Allowance are classified under three categories depending on the nature of duties performed by the eligible officers. The categorisation of the grades entitled to payment of the allowance normally rests on the Responsible Officer, who determines which grade should fall in a particular category, after consultation with relevant parties. The different categories are:

(i) **Category I -** Whose nature of duties warrants a means of identification/authority. The eligible officers should wear uniforms on duty;

(ii) **Category II -** Whose nature of duties requires them to wear uniforms, as and when required; and

(iii) **Category III -** Whose nature of duties causes excessive wear and tear of clothing. Officers under this category are eligible for a rapid wear and tear allowance.

16.14.2 The quantum of the Uniform Allowance is adjusted every year, based on the changes in prices of relevant items of uniforms, as determined by Statistics Mauritius. The Standing Committee on Uniforms set up at the level of the Ministry of Public Service and Administrative Reforms (MPSAR) determines the eligibility for the grant of Uniforms/Uniform Allowance to new grades and decides on the provision of boots and new items of protective clothing and equipment, among others.

16.14.3 In addition to the Uniform Allowance, eligible officers on the establishment of the Rodrigues Regional Assembly are paid an allowance in view of the working environment, specificity and topography of the island.

16.14.4 Uniform Allowance is also payable to eligible officers appointed on a probationary or temporary/casual basis after having served for an initial period of six months.

16.14.5 Representations made by the Unions were mostly geared towards an increase of the quantum payable due to the rise in the cost of living and extending eligibility of the Allowance to certain grades on account of the duties performed. During meetings, parties were advised to submit their requests for the grant of Uniform Allowance to new grades to the Standing Committee on Uniforms. They were also informed that the request on the existing mechanism to review the quantum of Uniform Allowance on a yearly basis was effective and the Bureau would maintain same. We are recommending accordingly.

Recommendation 1

16.14.6 We recommend that the revised quantum of Uniform Allowance (excluding cardigan) for each category of beneficiaries payable as from 01 January 2026 should be as per the table below:

Uniform Allowances – effective as from 01 January 2026		
Category	**Allowance excluding Cardigan**	**Additional Allowances (Rodrigues)**
I	**Rs 5770**	**Rs 1860**
II	**Rs 5405**	**Rs 1750**
III	**Rs 5230**	**Rs 1710**

16.14.7 In arriving at the revised quantum, the Bureau took into consideration the increase in the cost of items of uniforms for the period January to December 2026, as determined by the Statistics Mauritius.

16.14.8 We further recommend that:

(i) the quantum of Uniform Allowance for subsequent years should continue to be adjusted on the basis of the changes in the prices of all relevant items of uniforms as determined by Statistics Mauritius for the preceding year and on whether cardigans are due in the year or not;

(ii) the Standing Committee on Uniforms set up at the level of the Ministry of Public Service and Administrative Reforms and comprising representatives of the Ministry of Finance and the Pay Research Bureau should continue to determine the eligibility for the grant of uniforms to new grades, decide on the provision of boots and new items of protective clothing and equipment, and devise such regulations or principles that may be necessary to deal with the issue of uniforms; and

(iii) where it is considered that officers in a new grade or in a grade other than those already eligible should wear uniforms to exercise authority or on the grounds of tradition and/or international etiquette, the Responsible Officer should seek the approval of the Standing Committee on Uniforms. Thereafter, the Responsible Officer should arrange for the supply of all items of uniforms to such eligible officers in a timely and cost-effective manner.

Issuance of Items of Uniforms

16.14.9 Currently, eligible officers in certain grades are issued items of uniform yearly in line with international norms and etiquettes. However, it has been observed that requests were submitted to the Standing Committee on Uniforms for the payment of cash in lieu of uniforms to those grades as incumbents could not be provided with uniforms due to delays in procurement exercises or other administrative issues.

16.14.10 The Bureau considers that cash payment should not be an option for eligible officers who have to be issued items of uniform.

Recommendation 2

16.14.11 We recommend that:

(i) Responsible Officers should ensure that they have a Procurement Plan to guide their purchasing activities and mitigate risks that may disrupt the timely issue of uniforms to eligible officers; and

(ii) unless there are compelling reasons, the Standing Committee should refrain from considering cases of payment of Uniform Allowance where eligible officers are to be issued items of uniforms.

Protective Clothing and Equipment

16.14.12 Protective clothing/equipment is provided to eligible officers who are prone to occupational and health hazards at their site of work. The eligibility for same is determined by the Standing Committee on Uniforms based on the recommendations of the assessment exercise carried out by the officers of the Safety and Health Division of the MPSAR.

16.14.13 The International Labour Organisation (ILO) Conventions provide, among others, that employers have to:

- ensure that the workplaces, machinery, equipment and processes under their control are safe and without risk to health;
- ensure that chemical, physical and biological substances and agents are risk-free to health when appropriate measures of protection are taken; and
- provide, where necessary, adequate protective clothing and equipment.

16.14.14 In accordance with Section 82 of the Occupational Safety and Health Act (OSHA), where any process carried out at a place of work is likely to cause bodily injury which cannot be prevented by any means, an employer is required to provide suitable and appropriate personal protective equipment and clothing so as to protect the employee from risk of injury. Compliance with the law includes:

(i) taking into account the ergonomic requirements and the state of health of the eligible officers who are required to wear the personal protective equipment;

(ii) ensuring that the personal protective equipment is capable to fit the wearer correctly;

(iii) ensuring that the risk to which the eligible officers are exposed to is effectively prevented or adequately controlled; and

(iv) maintaining or replacing, when required, any personal protective equipment provided to any person at work.

16.14.15 Requests of the staff side mainly pertained to the grant of personal protective equipment to certain grades in view of the nature of duties performed and their prompt issue to eligible officers. They were advised to redirect such requests to their Management, for subsequent referral to the MPSAR. As regards, prompt issue of protective equipment, the onus of providing same rests on Management, as provided in the OSHA. Some Union members further deplored that in many cases the quality of the personal protective equipment furnished is to be deplored, thereby defeating the very purpose for which they are granted.

16.14.16 In the 2021 PRB Report, we laid emphasis on some of the measures to be taken into consideration based on the OSH Act when providing personal protective items to the eligible officers. We also recommended that cases not resolved at the level of the MPSAR should be submitted to the Standing Committee on Uniforms and eligible officers should be promptly provided with good quality protective items.

16.14.17 Since these recommendations are still valid, we are maintaining them in this Report.

Recommendation 3

16.14.18 We recommend that the measures listed at paragraph 16.14.14 above should be taken into account by Management while providing personal protective items to eligible employees, including those of the Workmen's Group.

16.14.19 We further recommend that:

(i) the MPSAR, in consultation with relevant Ministries/Departments/ Organisations should, on the advice tendered by officers of the Safety and Health Division, decide on the provision of boots and new/ additional items of protective clothing/equipment to eligible officers/new grades;

(ii) cases which cannot be resolved at the level of the MPSAR should be dealt with by the Standing Committee on Uniforms;

(iii) officers whose nature of work requires the wearing of items of protective clothing and equipment should promptly be provided with such items that are of good quality and suitable to protect themselves when being exposed to health and safety hazards;

(iv) Responsible Officers should continue to make necessary arrangements for the timely issue of appropriate items of protective clothing/equipment to eligible officers who should wear/use them; and

(v) every item of personal protective clothing/equipment should satisfy the basic safety and health requirements applicable to its respective class or type of personal protective equipment and comply with such standards as may be acceptable to the Mauritius Standards Bureau.

Provisions governing Temporary/Casual Staff

16.14.20 Presently, eligible officers appointed on probationary or temporary/casual basis are paid Uniform Allowance after having served for an initial period of six months. Along the same lines, a request was submitted to the Standing Committee on Uniforms for the provision of items of uniforms to eligible officers in certain grades belonging to the Disciplined/Semi-Disciplined Forces/Organisations who are appointed on a temporary basis.

16.14.21 The Bureau considers that items of uniforms should be provided to eligible officers who are mandatorily required to wear uniforms, for identification/authority, though on a temporary basis and have not served for six months in that capacity.

Recommendation 4

16.14.22 We recommend that:

(i) eligible officers of the Disciplined/Semi-Disciplined Forces/Organisations, appointed on a probationary or a temporary/casual basis who are mandatorily required to wear uniform by virtue of their duties for identification/authority, should be entitled to the grant of items of Uniform, even though they have not served for an initial period of six months;

(ii) eligible officers, appointed on a probationary or a temporary/casual basis, should continue to be entitled to the payment of Uniform Allowance after having served for an initial period of six months; and

(iii) where the nature of work of employees appointed on casual/temporary basis warrants the wearing of protective clothing/item to protect them from bodily injury, Supervising Officers should ensure that the protective clothing/item is as specified at paragraph 16.14.19(v) above and is issued promptly to employees concerned as from the date of assumption of duty.

Internal Audit System on Wearing of Uniforms and Protective Clothing and Equipment

16.14.23 As per the MPSAR's Circular Letter No. 40 of 2022, Supervising Officers are requested to draw the attention of eligible officers to the fact that they should mandatorily wear uniforms, in accordance with the approved patterns, colour and materials and protective equipment/clothing while on duty and that failure to comply with same will lead to disciplinary action and stoppage of Uniform Allowance.

16.14.24 Section 14 (1) (c) of the OSH Act 2005, as subsequently amended, stipulates that *"every employee shall, while at work, wear or use any protective equipment or clothing provided by the employer in pursuance of this Act at all times when there is a risk of bodily injury against which the equipment or clothing affords protection."* It is, thus, imperative for all employees who, by virtue of the nature of duties of their respective grade, have been provided with appropriate protective clothing and equipment to wear same on their site of work.

16.14.25 We are, therefore, recommending that the Responsible Officer of every organisation should ensure that eligible officers who are required to wear uniforms do so on duty and ascertain that officers who are provided with protective clothing/equipment do make effective use of same in the performance of their duties.

16.14.26 We are also maintaining the procedure to be adopted by Management in case of continuous non-compliance as follows:

(i) the eligible officer concerned should be verbally cautioned for failing in his undertaking to wear uniforms and/or protective clothing/protective item;

(ii) in case of further non-compliance, the attention of the eligible officer concerned should be drawn in writing to this effect. The officer should equally be requested to abide, within a prescribed delay, by the undertaking which he has normally signed prior to the payment of the Uniform Allowance or issue of protective clothing/item, failing which he may be liable to disciplinary action; and

(iii) in the event the officer still fails to abide by the written instructions within the given delay, payment of the Uniform Allowance should be stopped/withdrawn and the eligible officer concerned should, in such circumstance, be required to furnish written explanations following which appropriate action may be taken, as deemed necessary, by Management. This is also applicable to eligible officers who are not wearing protective clothing/protective item.



16.15 FAMILY PROTECTION SCHEMES

16.15.1 Family Protection Schemes are contributory schemes providing pension to the dependents of a contributor who passes away. At present, the three schemes that cover public sector employees are as follows:

(i) the Civil Service Family Protection Scheme (CSFPS);

(ii) the Statutory Bodies Family Protection Fund (SBFPF); and

(iii) the Public Officers Family Protection Scheme operated by the State Insurance Company of Mauritius Ltd (SICOM).

16.15.2 With the proclamation of the Finance (Miscellaneous Provisions) Act No. 26 of 2012, the SICOM provides Family Protection Schemes to all employees joining the Public Sector as from 01 January 2013.

Civil Service Family Protection Scheme

16.15.3 The CSFPS provides for a monthly pension payable to the dependants of a deceased contributor, whether the latter dies in service or after retirement. Following the new pension scheme in the 2008 PRB Report, the CSFPS was revisited to reflect the pension reforms regarding the retirement age, computation of pension and qualifying period to benefit for a full pension. The salient features governing the CSFPS are as per ensuing paragraphs.

Rate of Contribution

16.15.4 The rate of contribution represents 2% of an officer's monthly gross salary.

Membership

16.15.5 The following persons are required to contribute to the scheme:

(a) public officers who are appointed to a pensionable office;

(b) public officers who have been transferred to approved services and who have elected to continue contributing to the scheme;

(c) members of the National Assembly during their period of legislative service; and

(d) officers of the Civil Service Family Protection Scheme Board.

Contribution

16.15.6 Public officers in post as at 30 June 2008 may, while in service, opt to cease to contribute to the CSFPS on reaching 60 years of age. Members of the National Assembly, who served or were serving before 01 July 2008 and who opted to contribute at the rate of 2% may, during their legislative service, opt to stop contributing to the scheme on reaching the age of 60. However, in that case,

widows and orphans pension will be computed on the salary drawn at the time the member ceases to contribute to the scheme.

16.15.7 Public officers should cease to contribute to the scheme on the occurrence of the following events:

(a) reaching the age of 65;

(b) upon retirement, resignation and dismissal from the public service; and

(c) when leaving the public service for any other reason.

16.15.8 Members of the National Assembly, who contributed at the rate of 2%, should cease contributing to the scheme on reaching 65 years of age. However, on ceasing to be a member but having not yet reached 65 years of age, they may opt to cease contributing to the CSFPS or continue contributing at the rate of 4% of their last salary drawn, to enable longer period of contribution.

Refund of Contribution

16.15.9 In the event no pension is payable, a 100% contribution with compound interest is refunded as follows:

- date of first contribution up to 31 December 1992: 2.5%
- contributions as from 01 January 1993 to eligibility date: 4%

to the contributor or his legal representative in the following circumstances:

(a) at the time of leaving the public service, where:

(i) the contributor has either not contracted marriage, as defined in the CSFPS Act 1969, as subsequently amended, or is a widow/widower, provided that the contributor has no child; and

(ii) the contributor is a divorcee and has no child.

(b) in case both husband and wife are contributors, the surviving spouse is refunded on the death of his/her spouse and he/she may opt (within 60 days of the event) not to continue contributing to the scheme; and

(c) where contributors in post as at 30 June 2008 opt to cease to contribute at the age of 60 and no pension is payable.

Pensions

16.15.10 The pension payable under this scheme depends on the number of beneficiaries and their relationship to the contributor.

16.15.11 Upon death of the contributor, pension becomes payable to his/her spouse and/or his/her children. The computation of the monthly pension payable is hereunder:

Beneficiaries	**Computation for Monthly Pension Payable**
Spouse only	1/3 x 1/12 x BUP*
Spouse and child/children	1/2 x 1/12 x BUP
One child but no spouse	1/4 x 1/12 x BUP
More than one child but no spouse	1/2 x 1/12 x BUP

**** BUP – Basic Unreduced Pension***

16.15.12 The BUP for public officers in post as at 30 June 2008 is computed at the rate of 1/600th of the annual pensionable emolument at the date of death or at the date he ceases to be a public officer for each completed month of his contributory service, subject to a maximum of 400/600th. For those appointed as from 01 July 2008, the BUP is computed at the rate of 1/690th of his annual salary at the date of his death or at the date he ceases to be a public officer, subject to a maximum of 460/690th.

16.15.13 As regards the members of the National Assembly in post as at 30 June 2008, their BUP should also be computed at the rate of 1/600th of the annual salary of a contributor at the date of death or when he ceases to be member of the National Assembly for each completed month of his contributory service (not exceeding 400 months). For those who joined as from 01 July 2008, the BUP should be computed at the rate of 1/690th of the annual salary of a contributor at the date of his death or when he ceases to be a member of the National Assembly for each completed month of his contributory service (not exceeding 460 months).

16.15.14 A surviving spouse's pension ceases on the death or remarriage of the beneficiary.

16.15.15 The pension payable to children should cease upon the last child reaching 18 years of age. In case the latter is receiving full time education, he should continue drawing the pension until such time he receives such education or attains the age of 21, whichever the earlier. The CSFPS Board may also approve the payment of pension to a child beyond the age of 18 years and not

receiving full time education, if the Board is satisfied that there are compassionate grounds for payment of such a pension.

16.15.16 Upon the death of a beneficiary, a full month's pension should be paid to his legal representative in respect of the month in which the beneficiary passes away together with a gratuity of an equivalent amount.

Recommendation 1

16.15.17 We recommend that the rate of contribution of the Civil Service Family Protection Scheme be maintained at 2%.

16.15.18 We also recommend that the provisions governing the membership, contribution, refund of contribution and pension of the Civil Service Family Protection Scheme should be maintained.

Pension in case of Actingship in a Higher Office

Recommendation 2

16.15.19 We recommend that the pension payable to the beneficiary of a contributor who has been acting in a higher office should be computed on the same salary used to compute the retiring pension.

Computation of Pension for Members of the National Assembly

Recommendation 3

16.15.20 We recommend that the annual salary in respect of a member of the National Assembly should mean:

(i) the annual salary payable to a member immediately before he ceases to be a member; or

(ii) the annual salary drawn in respect of any office established by the Constitution and held by him at any time while he was a member,

whichever is the higher.

Interest on Refund of Contribution

16.15.21 The mode of computation of interest paid on refund of contribution which is as per Act should continue to apply.

Recommendation 4

16.15.22 We recommend that the computation of interest on refund of contribution up to the date the contributor is eligible for a refund should continue to prevail.

Statutory Bodies Family Protection Fund

16.15.23 Recommendations governing the SBFPF were revisited in the 2008 PRB Report to be in line with the CSFPS. The contributors to the Fund belong to the Local Authorities, Sugar Industry Labour Welfare Fund, Town and Country Planning Board, and the Statutory Bodies Family Protection Fund.

16.15.24 Furthermore, following the enactment of the Finance (Miscellaneous Provisions) Act 2012, the Statutory Bodies Family Protection Act was amended such that employees joining the Local Authorities and organisations concerned as from 01 January 2013 would contribute to the Family Protection Scheme run by the SICOM Ltd.

16.15.25 Being given that the existing provisions governing the SBFPF are still valid, we are upholding same.

Recommendation 5

16.15.26 We recommend that:

(i) officers in post as at 30 June 2008 may, while in service, opt to cease to contribute to the Statutory Bodies Family Protection Fund on reaching 60 years of age. However, in that case, pension will be computed on the salary drawn at the time the member ceases to contribute to the scheme; and

(ii) in respect of public officers in post as at 30 June 2008, the Basic Unreduced Pension (BUP) would continue to be computed at the rate of 1/600th of the annual salary of a contributor at the date of death or at the date he ceases to be a public officer for each completed month of his contributory service (not exceeding 400 months).

Refund of Contribution

16.15.27 Members of the SBFPF as at July 1988 may opt for a refund of contribution in lieu of retaining eligibility to family benefits. This provision should continue to prevail.

Recommendation 6

16.15.28 We recommend that existing members of the Statutory Bodies Family Protection Fund as at July 1988, who opt for a refund of contribution in lieu of retaining eligibility to family benefits, should continue to be refunded their contributions with compound interest at the rate of 4% per annum.

Public Officers Family Protection Scheme

16.15.29 All employees joining the Public Sector as from 01 January 2013 are contributing to the Public Officers Family Protection Scheme which provides for the payment of a lump sum on the death of the employee/member.

16.15.30 In its last Report, the Bureau recommended that the SICOM Ltd should continue to align the Public Officers Family Protection Scheme, to the extent possible, with the Civil Service Family Protection Scheme and the Statutory Bodies Family Protection Fund. **This provision is being maintained.**



16.16 RISK, INSURANCE AND COMPENSATION

16.16.1 Employees' wellbeing is one of the cardinal principles in having an efficient and productive workforce. Joint effort from both the employer and the employee is required for a safe and healthy working environment. Nonetheless, work-related accidents still occur despite the various precautionary measures put in place. This, therefore calls for a safety culture at work to ensure employee wellbeing.

16.16.2 Nowadays, besides new work challenges and technological dynamics, climate change and extreme weather conditions also have an impact on the world of work, thereby reshaping the modalities of work.

16.16.3 Previous PRB Reports have highlighted the essential aspects of safety and health at the workplace in line with the Occupational Safety and Health Act (OSHA) 2005. In the last Report, a Risk Insurance Scheme was introduced to afford greater protection to officers, while provision was made for Management to carry out a risk assessment exercise.

16.16.4 Requests were received from various stakeholders to: review the Risk Insurance Scheme; provide free Medical Scheme; introduce a special allowance for work performed during calamities or lockdown; implement measures to promote physical and mental wellbeing; and establish procedures to address harassment at the workplace.

16.16.5 Aiming at strengthening the self-reliance of their safety and health at work, the Bureau is re-emphasising on the duties of both the employer and the employee as defined in the OSHA 2005. As the future of work unfolds to unveil the various challenges ahead, it is considered that a prevention culture is more than ever a must. Moreover, while being alive to the fallout of the recent Pandemic along with the advent of other factors that may have ill-effects on both the employer and the employee, the Bureau is, in this Report, accentuating on **Mental Wellbeing** and cautioning on '**Sitting as the new Smoking'**. We are keeping up with the present arrangement for conducting the risk assessment exercise. In view of wide implications, the Risk Insurance Scheme, introduced in the last Report, has been put on hold by relevant authorities. Provisions regarding an appropriate compensation in case of occupational accidents are still relevant and therefore, hold good.

Management's Responsibility

16.16.6 In accordance with OSHA 2005, Management should mandatorily provide a safe workplace to its employees along with protective clothing and equipment and make necessary arrangements for health surveillance and relevant training, where there is a need.

16.16.7 It is also required to adhere to such regulations/guidelines/circulars, issued by relevant authorities, outlining the precautionary/sanitary measures to be adopted in case of a pandemic/public health emergency. Subsequently, it is incumbent on Management to ensure the prevalence of a safe workplace.

Safe Workplace

16.16.8 To have a safe workplace, the Bureau is emphasising on a few aspects, as enumerated underneath, which are conducive for employee wellbeing:

(i) Adoption and implementation of well-defined safety and health policies which act as a safeguard for both Management and the employees. This would also trigger employee satisfaction and boost productivity level.

(ii) Incorporation of specific arrangements along with generic measures to cater for employees with disability or special needs as well as for pregnant women.

(iii) Strict adherence to the Code of Ethics for Public Officers. This allows the establishment of a baseline expectation for what is ethically and socially acceptable thereby avoiding disruptive behaviour at the workplace.

(iv) Full compliance with the Sexual Harassment Workplace Policy to foster a work environment free from sexual harassment and any inappropriate conduct of a sexual nature.

Protective Clothing and Equipment

16.16.9 At times, owing to its severity, precautionary measures are not enough to protect employees from a hazard/disease. Such hazard/disease may be termed as corrosive chemicals, biological pathogens, acid splashes or thermal extremes, to name just a few. In the circumstance, protective clothing/equipment are also required to reduce the risk of accidents or infections. The protective clothing/equipment may take the form of aprons, coveralls (e.g. fireproof coverall), coats, helmet, boots, gloves, totally encapsulating chemical protective suits, or vest to reflect light for employees working outdoor, among others.

16.16.10 As detailed out in the **Chapter on Uniforms of this Volume,** the determination of the eligibility for protective clothing and equipment rests with the Standing Committee on Uniforms, following recommendations of the Occupational Safety and Health Unit of the MPSAR. In this respect, authority has been devolved on relevant organisations to deal with this matter.

16.16.11 Altogether, the proper usage of protective clothing and equipment is one of the effective prevention strategies of risk mitigation. It is, thus, the responsibility of Management to constantly provide necessary instructions (both oral and

written) on their proper use. The Bureau, therefore, is recommending in that direction.

Recommendation 1

16.16.12 We recommend that Management should, continuously, provide general and specific instructions (both oral and written) to employees, so as to ensure the proper usage of protective clothing and equipment, as provided in the Chapter on Uniforms of this Volume.

Health Surveillance

16.16.13 Management has the statutory obligation to ensure that employees' health is not affected by their work or the operational activities of the organisation. This can be achieved by having a health surveillance programme at the workplace. **To this effect, appropriate recommendations have been made under relevant Ministry/Department/Organisation.**

Employee/Worker Responsibilities

16.16.14 While the main responsibility of ensuring safety and health at the workplace falls under Management, employees are equally responsible to help create a safe working environment. In fact, employees have a key role to play in preventing work-related injuries and diseases. In accordance with section 14 of OSHA 2005, an employee has the obligation to:

(i) take care of his own safety and health and that of others who may be affected by his actions;

(ii) cooperate with Management and colleagues to help everyone meet their legal obligations and stay safe at work;

(iii) adhere to all safety procedures and protocols related to his work;

(iv) follow all instructions properly for the correct use of safety devices and protective equipment and clothing;

(v) report, promptly, any hazards regarding the safety procedures to Management; and

(vi) notify Management, immediately, in case of any bodily injury sustained by him as a result of an accident related to his work.

16.16.15 Covid-19 restrictions have progressively eased over the past years. Yet, the apprehension of the evolving nature of the Covid-19 into new variants is still present. In this regard, having a safe environment is the concern of all. **Precautionary measures, such as maintaining physical distancing and proper hygiene or wearing of mask, that were observed during the Pandemic, should be adopted in case of a suspected case of the disease at the workplace.**

Departmental Safety and Health Committee

16.16.16 In addition to its functions and composition, OSHA 2005 makes provision for the establishment of a Departmental Safety and Health Committee. The aforesaid Act also stipulates the guidelines of meetings proceedings of Safety and Health Committees. It is, therefore, incumbent upon **Management to ensure that the Committee is fully operational and conducts its functions accordingly**.

16.16.17 The Departmental Safety and Health Committee is, among others, tasked to come up with safety and health project proposals to improve the working environment of officers under the Enhancement of Work Environment Programme (EWEP). Some safety and health projects include fire extinguisher; evacuation chair; first aid box; safety sign; safety barrier and so on.

16.16.18 A risk-free workplace is essential and Management is required to observe strict adherence to a few basic principles as provided in the legislations. The Bureau is recommending accordingly.

Recommendation 2

16.16.19 We recommend that Management should ensure that:

(i) measures advised by officers of the Occupational Safety and Health Unit are implemented promptly;

(ii) all employees should wear/use Protective Clothing/Equipment as provided to them;

(iii) all accidents/incidents are reported to the Occupational Safety and Health Unit of the MPSAR within the prescribed delay; and

(iv) the Departmental Safety and Health Committee of their respective Ministry/Department/Organisation operates in accordance with the provisions of the Occupational Safety and Health Act 2005.

Risk Assessment

16.16.20 In a nutshell, Risk Assessment is the process of identifying hazards and risk factors that may cause workplace accidents. This task is devolved upon Safety and Health Officers where they are required to: carry out regular safety and health audits to identify risks; assess the need for preventive measures; and advise Management on practical measures that would mitigate any risk. However, Management has the responsibility to make the necessary arrangement for measures necessitating specialised and professional service. We are recommending accordingly.

Recommendation 3

16.16.21 We recommend that Management should solicit the assistance of competent authorities for necessary measures and techniques to minimise risk where a situation so demands.

16.16.22 We also recommend that Management should:

(i) ensure that abstracts or notices indicating hazards are effectively posted in accordance with the law; and

(ii) take prompt actions on the advice, report or recommendations of Safety and Health Officers regarding a course of action on safety and health.

Compensation for Risk

16.16.23 Risk is the potential outcome of being exposed to hazards which may lead to a fatal or non-fatal injury. It is present in varying degrees across a wide range of jobs. Being a compensable factor, the element of normal risk is captured in job evaluation and is accounted for in salaries.

16.16.24 However, officers who, by way of their postings, are exposed to relatively higher risks as compared to their colleagues in the same grade, are paid a Risk Allowance. For example, officers in the Health Sector as well as those of the Disciplined Forces who are exposed to a high degree of risk are paid a Risk Allowance. As the level of risk varies according to the specificity of an organisation, the risk element has been dealt with under relevant Chapters for Ministries/Departments/Organisations.

16.16.25 In its previous Report, the Bureau came up with a decentralised approach to carry out the risk assessment exercise and recommendation was made for same to be conducted by the Departmental Safety and Health Committee.

16.16.26 We consider this approach to be essential for prompt and effective risk assessment and are thus recommending accordingly.

Recommendation 4

16.16.27 We recommend that the Departmental Safety and Health Committee:

(i) should continue to look into cases pertaining to risk, including requests for a Risk Allowance and conduct risk assessments;

(ii) should re-evaluate those cases where incumbents are granted a risk allowance, except for officers of the Disciplined Forces, so as to determine the continued eligibility of each grade for the payment of a Risk Allowance;

(iii) may seek the assistance of any other professional who is deemed to possess the relevant qualification/competence/expertise to enable it to achieve its set objectives; and

(iv) should submit its findings to the Bureau, through the Director, Safety and Health of the MPSAR, for appropriate recommendations.

"Prevent now rather than pay later"

16.16.28 Basically, a hazard is any source of potential harm or adverse health effects on a person. Exposure to any type of hazard may lead to the risk of injury, which, at times, tend to be severe. Injuries are, nevertheless, almost preventable if appropriate control measures are taken to circumvent any harm from happening. To this effect, while advocating on *'Prevent now rather than pay later'* the Bureau underscored a preventive culture in its previous Report. Given that the adoption of a preventive culture is fundamental to reduce any potential risk at work, the present provisions are being reiterated.

Recommendation 5

16.16.29 We recommend that the Occupational Safety and Health Unit should continuously arrange for:

(i) the promotion of a safer workplace and a healthier workforce;

(ii) the development and implementation of effective healthy work programs laying emphasis on prevention;

(iii) the dissemination of appropriate information pertaining to hazards and risks;

(iv) the sensitisation, counselling, education and training related to prevention of hazards;

(v) encouraging Ministries/Departments/Organisations to develop their Safety and Health Policy Statement; and

(vi) ensuring the proper implementation of the Occupational Safety and Health Management System in Ministries/Departments/ Organisations.

Compensation in respect of Occupational Accidents

16.16.30 In the event of occupational accidents, the Workmen's Compensation Act provides a compensation to manual and non-manual workers with annual earnings not exceeding Rs 72000. For public sector employees including members of the Disciplined Forces, whose earnings are over Rs 72000 per year, Government, as an employer, assumes responsibility for occupational risks and bears the compensation costs on the same basis as provided for in the Workmen's Compensation Act.

16.16.31 The Workmen's Compensation Act caters for a compensation to:

(i) a public officer who sustains permanent incapacity that occurred from personal injury arising out of and in the course of duties; and

(ii) the officer's dependents where there are fatal injuries or death by accident from and in the course of duties.

16.16.32 It has been brought to the attention of the Bureau that consultations have been held with various stakeholders regarding the current provisions of the Workmen's Compensation Act, specifically with a view to revising the annual earnings threshold of Rs 72000. It is further understood that corresponding amendments to the Pensions Regulations are also being considered to reflect prevailing circumstances. Hence, pending the finalisation and enactment of the aforementioned amendments, the Bureau is maintaining the current provisions.

Recommendation 6

16.16.33 We recommend that, in case of occupational accidents, compensation should be as follows:

(i) manual or non-manual employees with annual earnings not exceeding Rs 72000 should continue to be compensated in accordance with the Workmen's Compensation Act;

(ii) non-manual employees, whose earnings are over Rs 72000 per year, and members of the Disciplined Forces who sustain permanent incapacity as a result of injury arising out of and in the course of their duties, or who contract an occupational disease under conditions specified in Section 37 and as listed in the Second Schedule of the Workmen's Compensation Act, should be paid a compensation as per the rate specified in the First Schedule or under Section 7 of the same Act up to a maximum of Rs 1.3 million over and above any gratuity or pension covered under the Pension Regulations; and

(iii) non-manual employees drawing more than Rs 72000 annually and for members of the Disciplined Forces who sustain fatal injuries arising out of and in the course of duties, or who contract a fatal occupational disease under conditions specified in Section 37 and which is listed in the Second Schedule of the Workmen's Compensation Act, a compensation of six years' salary at the rate of the deceased last salary drawn before the accident, subject to a maximum of Rs 2 million be paid to the heirs over and above any gratuity covered under the Pension Regulations.

16.16.34 We also recommend that:

(i) the Ministry of Labour and Industrial Relations takes action to revise the Second Schedule of the Workmen's Compensation Act for the inclusion of new occupational diseases; and

(ii) the High Powered Committee may, following amendments to the National Pensions Act, review the compensation ceiling and make such other related recommendations as deem appropriate.

16.16.35 We further recommend that:

(i) requests for payment of compensation under the Workmen's Compensation Act should be submitted to the MPSAR; and

(ii) pending amendments to the relevant legislation, the recommendations made in respect of those employees whose earnings are more than Rs 72000 annually and who are not governed by the Workmen's Compensation Act be implemented administratively.

Mental Wellbeing

16.16.36 The OSHA 2005 defines "bodily injury" to include "any disease or any impairment of a person's physical or mental condition," highlighting the need to address both physical and mental wellbeing in occupational settings. Mental wellbeing, distinct from clinical mental health, focuses on prevention, resilience, and support, which are key elements for a productive workforce.

16.16.37 Globally, mental wellbeing has gained prominence as a strategic priority. Many nations have integrated wellbeing metrics into national performance frameworks, such as the World Happiness Index, which is grounded in the science of wellbeing. Despite its growing importance, mental wellbeing continues to be undermined by several workplace factors. Poor working environment characterised by excessive workloads, bullying, intimidation, unfair distribution of work, the expectation to perform duties across several levels, constant work pressure and cumulative stress foster a toxic workplace culture that undermines mental wellbeing, team cohesion, and productivity. This is compounded by inadequate basic amenities, such as poor sanitation, overcrowding, and insufficient ventilation, which heighten physical discomfort and psychological strain. Additionally, the stigma surrounding mental health conditions such as anxiety and depression remains a pervasive barrier, discouraging employees from seeking support and disclosing their experiences.

16.16.38 Furthermore, the COVID-19 Pandemic has intensified the focus on mental wellbeing. International bodies like the WHO and ILO have launched initiatives positioning mental wellbeing as essential to sustainable development. A recent

UK pilot study of a four-day workweek showed strong productivity gains, with improved mental wellbeing cited as a key outcome.

16.16.39 At the national level, the Ministry of Labour and Industrial Relations, has recently called for legislative reform aiming to establish a legal framework that holds employers accountable for the mental wellbeing of their workforce. The initiative underscores the importance of investing in mental wellbeing both as a moral obligation and a strategic enabler of enhanced national productivity.

16.16.40 In this context, the Bureau is bringing forth targeted interventions to embed mental wellbeing into workplace culture, strengthen resilience, and drive sustainable performance across sectors, not only as a moral imperative but **as a catalyst for employee productivity**.

Recommendation 7

16.16.41 We recommend that the MPSAR, including the Occupational Safety and Health Unit, in collaboration with the Ministry of Health and Wellness, the Ministry of Youth and Sports, the Ministry of Labour and Industrial Relations, the Public Officers Welfare Council and the Mauritius Recreation Council consider the advisability of making the necessary arrangements to:

(i) develop a committed mental wellbeing policy to combat stigma and promote mental health at work.

(ii) identify and implement key activities that catalyse mental wellbeing across the organisation.

(iii) increase employee awareness by providing accessible information, tools, and support.

(iv) assess physical, psychological, and psychosocial hazards and recommend workplace adjustments.

(v) sensitise supervisors, managers, and officers on the link between mental wellbeing and productivity.

(vi) provide training on mental wellbeing to all public officers such as 'Mental Health First Aid'.

(vii) facilitate access to psychologists and confidential counselling services along with the introduction of a Public Service Mental Health Chatline.

(viii) establish a system for collecting anonymised data on mental wellbeing trends, risk factors, and intervention outcomes to inform future policy and resource allocation.

(ix) promote peer support networks and mental wellbeing First Aiders within departments.

(x) monitor and evaluate the impact of wellbeing initiatives through regular feedback.

(xi) organise recreational activities to promote social connection and mental wellbeing.

(xii) conduct regular audits of workplace infrastructure to ensure adequate sanitation, ventilation, lighting, and space, to reduce physical discomfort and supporting mental wellbeing.

16.16.42 We also recommend that, in alignment with global practices and the Government's commitment to employee wellbeing, each Ministry/ Department/Organisation should designate at least one trained Mental Health First Aider to serve as a confidential peer support resource for employees experiencing mental health challenges, offering initial assistance, reassurance and guidance toward appropriate professional help.

16.16.43 We further recommend that, to ensure consistency, transparency and effectiveness in the implementation of this initiative, the MPSAR in collaboration with the Atal Bihari Vajpayee Institute of Public Service and Innovation and other stakeholders should develop a comprehensive guideline to assist Ministries/Departments/Organisations in the selection of Mental Health First Aiders.

Impact of Night Shift on Mental Wellbeing

16.16.44 To ensure a 24/7 service, many officers are required to work on a shift system inclusive of night shift. The International Labour Organisation terms night work as work covered from midnight to 5 a.m., a lapse of time which is literally regarded as unsocial hours which can negatively impact mental wellbeing and productivity. Whilst a general mental wellbeing policy is vital, priority should be given to officers already experiencing work-related distress, especially those on night shifts.

16.16.45 The shift element has already been taken into account while determining the salary of relevant grades required to work on such patterns and that provisions such as Night Duty Allowance and Night Attendance Bonus are in place to compensate for the demands of night work. However, the Bureau considers that financial compensation alone is not sufficient and it is incumbent upon Management to ensure that officers are mentally well and satisfied with their work environment. Appropriate recommendation to that effect is being made.

Recommendation 8

16.16.46 We recommend that Management should:

(i) conduct regular Human Resource Planning exercise and come forth with a consistent and predictable schedule of work for officers working on night shift;

(ii) avoid double shifts or overtime after normal shift hours, unless absolutely necessary;

(iii) make appropriate scheduling to limit working for consecutive nights so as to reduce fatigue;

(iv) provide appropriate safety equipment and proper amenities to keep officers alert at work;

(v) allow ambient noise to keep officers active and reduce tiredness;

(vi) implement small breaks/naps to recover from tiredness/fatigue;

(vii) encourage physical exercise to boost alertness and help officers maintain a good health; and

(viii) arrange for regular health surveillance to ensure fitness of officers working on night shift.

Sedentary Lifestyle: "Sitting as the New Smoking"

16.16.47 An increasingly sedentary lifestyle, marked by extended sitting and limited physical activity, has emerged as a significant concern for mental and physical wellbeing. The nature of work performed by the majority of public officers, *viz*, primarily desk-based combined with widespread digital engagement, highly contributes to this trend. Besides, with 67.3% of the population identified as active social media users, Mauritius demonstrates a high rate of digital adoption thereby reinforcing the prevalence of sedentary habits.

16.16.48 Health experts have drawn parallels between the risks of excessive sitting and those historically associated with smoking, coining the phrase **"sitting as the new smoking."** The moreso, research indicates that prolonged sedentary behaviour may lead to a range of adverse health outcomes.

16.16.49 Moreover, the rising prevalence of non-communicable diseases associated with sedentary lifestyles continues to pose a significant challenge to public health. In response, the Health Sector Strategic Plan 2025 - 2030, officially launched by the Ministry of Health and Wellness on 30 January 2025, introduces a transformative vision that places individual wellness at the core of national development.

16.16.50 With the aim to cultivate a more resilient and health-conscious public service and to enhance employee wellbeing and productivity, the Bureau is making the following recommendations.

Recommendation 9

16.16.51 We recommend that, to promote a healthy and productive workforce, officers should to the extent possible, integrate the following habits into their daily routines:

(i) take stairs in lieu of lift;

(ii) walk over and discuss with colleagues or superiors instead of calling them;

(iii) take lunch break away from their desks and enjoy a short walk outside;

(iv) organise walking meetings; and

(v) perform some stretching activities from time to time.



16.17 FUNERAL GRANT

16.17.1 Presently, a Funeral Grant of Rs 10000 is paid to the person who has borne the funeral expenses on the demise of a public officer holding a substantive position or who reckons at least one year's continuous service. The recipient of the Grant is usually the heir or near relative (father, mother, brother, sister, husband, wife, son, daughter, father-in-law, mother-in-law) of the defunct.

16.17.2 This provision is also in consonance with the Workers' Rights Act 2019 which caters for a Death Grant, payable in case of death of a worker who has been in continuous employment with the same employer for not less than 12 consecutive months. Besides, as an employer, Government in almost all countries across the world provides some form of financial support to the person who has borne the funeral expenses.

16.17.3 Demand received from Federations in connection with the Funeral Grant relates mainly to an upward revision of its quantum.

16.17.4 Since the underlying principle of the Funeral Grant is to provide some financial assistance to the family during this difficult time, the Bureau is maintaining payment of same while enhancing its quantum. Furthermore, we consider that on the demise of an officer, whether he/she was substantively appointed or not, the funeral expenses would be the same for the family. Hence, we are extending this provision in case of death of any officer who passes away while in employment in the Public Service.

Recommendation 1

16.17.5 We recommend that where an officer passes away while in service, his heir or near relative (father, mother, brother, sister, husband, wife, son, daughter, father-in-law, mother-in-law) who has borne the funeral expenses should be paid a Funeral Grant of Rs 12000.



16.18 COMMUNICATION FACILITIES

16.18.1 Communication facilities are provided to public officers based on their status, nature of work or by virtue of their posting. Officers who are required to work from home in line with the "Work-From-Home" Scheme, are paid a Cell Phone Allowance and/or Internet Allowance, subject to the concurrence of their Responsible Officer. It is the responsibility of the latter to ensure judicious and prudent use of government funds.

16.18.2 In the 2021 PRB Report, the provision for grant of internet facilities was improved and payment of Internet Allowance was extended to officers in certain grades. These officers are required in the performance of their duties to regularly interact with international organisations or to carry out research away from the workplace, among others. The nature of duties of certain officers who use their mobile phone as a primary means to go online and have access to internet was equally considered when reviewing the criteria.

16.18.3 For this review exercise, Management and Unions have mainly requested to revise the quantum of Internet Allowance. The staff side also proposed to: grant a monthly mobile data package to officers who use mobile data for field duties; provide a mobile phone and phone allowance to officers who are required to be on-call and access the internet from outside the place of work; and grant communication facilities such as computers, laptops, internet and mobile phones. During consultations, they were apprised of the different existing provisions regarding such facilities, and their implementation, which rests with Management. They were also informed of the Circular issued by the Ministry of Public Service and Administrative Reforms (MPSAR) regarding Internet Allowance.

16.18.4 The MPSAR proposed the payment of a Communication Allowance in lieu of Internet/Telephone Allowance and to prioritise the use of a unified communication and collaboration platform and video conferencing tool to enable departmental teamwork as well as support remote work and align with Government's drive for a flexible, tech-enabled Public Service.

16.18.5 We have examined the demands of all parties concerned and retained those which are justified. We consider that while the grant of communication facilities is still required, there is need for meaningful use of these facilities to improve service delivery.

Fixed Telephone, Mobile Phone and Fax Facilities

16.18.6 For the purpose of enabling better communication and delivery of quality and timely services to our stakeholders, we consider that the existing provisions for the grant of fixed telephone, mobile phone and fax facilities are still valid and should be maintained.

Recommendation 1

16.18.7 We recommend that the grant of facilities with respect to fixed telephone and mobile phone as stated below should be devolved on Management of Ministries/Departments/Organisations, based on the officers' status, nature of work and posting:

- **Fixed telephone at residence along with free rental and unlimited/limited call entitlement**
- **Free use of mobile phone**
- **Mobile phone with unlimited/limited call entitlement**
- **Prepaid cards**
- **Free rental on mobile phones**
- **Roaming facilities on mobile phones**

16.18.8 We further recommend that notwithstanding the fact that fax facilities are provided at the workplace, senior public officers at the level of Permanent Secretary and above should be eligible for the grant of fax facilities at their residence owing to the specific nature of their duties and by virtue of their posting, subject to the approval of the MPSAR.

Internet Facilities and Internet Allowance

16.18.9 Internet facilities are provided to employees at the workplace with the prior authority of the MPSAR, depending on the need for internet access and based on the nature of activities of the organisation. Certain officers are also required to access the internet for official purposes after normal working hours at their place of residence or while being away from their workplace. In this regard, they are granted a monthly allowance, which includes a component of "mobile data", subject to satisfying a few conditions.

16.18.10 Pursuant to the provision made in the 2021 PRB Report regarding the grant of Internet Allowance, the MPSAR requested Supervising Officers of Ministries/Departments to submit their recommendations for inclusion of additional grades to the list of eligible officers as per its Circular Note No.5 of 2009, for the payment of same. Based on the justifications provided by the Ministries/Departments regarding the criteria provided in the last Report, the payment of Internet Allowance has been extended to other grades as per the MPSAR's Circular Note No.39 of 2022.

16.18.11 Requests for the review regarding this benefit are mainly related to granting a higher quantum and to rendering additional grades eligible for same.

16.18.12 After examining the evolution in the local prices of internet/mobile data packages, we consider that a moderate increase is warranted. As regards making a few other grades eligible for payment of the allowance, we hold that this responsibility should continue to be devolved upon the MPSAR. We have, however, broadened the qualifying eligibility criteria for the monthly Internet Allowance.

Recommendation 2

16.18.13 We recommend that:

(i) internet facilities should continue to be provided at the workplace with the prior authority of the MPSAR; and

(ii) the monthly Internet Allowance payable to eligible officers, as per MPSAR's Circulars be revised to Rs 900.

16.18.14 We also recommend that officers in grades requiring a degree or higher qualification and who are required to:

(i) regularly interact with international organisations, after normal working hours; or

(ii) carry out meaningful research away from the office/workplace according to an established programme of work; or

(iii) access a server located at the office outside normal working hours while being away from their workplace, for meeting deadlines/tight schedules, or

(iv) put in extra hours of work on a regular basis to meet deadlines/tight schedules while being away from the workplace,

may be paid the monthly Internet Allowance upon recommendation of the Responsible Officer of the Ministry/Department/Organisation concerned, based on strong justifications and subject to prior authority from the MPSAR and availability of funds.

16.18.15 For the purpose of implementation of the above recommendation, Management should ensure from the officers concerned, the production of outputs/results and their accomplishment in respect of the work carried out after normal working hours or while being away from the workplace.

16.18.16 Under the "Work From Home" scheme, officers who use their own computers/laptops or smartphones, are paid a monthly Cell Phone Allowance and/or an Internet Allowance. In a bid to avoid double payment, officers who are eligible for both the payment of Internet Allowance and a Cell Phone Allowance and/or Internet Allowance under the "Work-From-Home" Scheme,

are paid an allowance under one regime only, whichever yields a higher quantum.

Recommendation 3

16.18.17 We recommend that an officer who is eligible for the payment of an Internet Allowance as well as a Cell Phone Allowance and/or Internet Allowance under the "Work-From-Home" Scheme, as provided under the Chapter "Working Week, Flexitime, Workers on Shift/Roster/Staggered Hours and Overtime", should be paid the allowance under one regime only, where a higher quantum is obtained.

Control Mechanism

16.18.18 Since public funds are involved in the grant of communication facilities, it is imperative that officers make judicious use of these facilities to achieve desired customer expectations. As a result, we consider it important for some sort of control mechanism to continue to exist.

Recommendation 4

16.18.19 We recommend that Management should continue to maintain adequate control measures and update same regarding the grant of communication facilities to public officers in order to prevent inappropriate and/or abusive cases of misuse of these facilities.

Effective and Consistent Implementation of Recommendations

16.18.20 For this Report also, various representations were made from different quarters to the effect that certain grades, on justifiable grounds, ought to have been included in the list of grades eligible for payment of an allowance related to communication facilities. We reiterate that the MPSAR should ensure a uniform and consistent implementation in all quarters.

Recommendation 5

16.18.21 We recommend that the MPSAR should ensure that recommendations are being implemented in a uniform and consistent manner in all quarters on grounds of fairness and equity.

Parastatal Bodies, Local Authorities and the Rodrigues Regional Assembly

Recommendation 6

16.18.22 We recommend that Parastatal Bodies, Local Authorities and the Rodrigues Regional Assembly should also be governed by the guidelines and policies applicable in the Civil Service for the grant of communication facilities.



16.19 FOREIGN SERVICE ALLOWANCE AND OTHER RELATED ALLOWANCES

16.19.1 Foreign Service Allowance (FSA) and Other Related Allowances are paid to home-based staff serving in our overseas missions to meet necessary expenses in the host location not otherwise compensated for, in line with what obtains in foreign jurisdictions regarding international assignment policies and practices. These allowances payable in hard currency are added to the home salary of the incumbents and vary based on, among others, their respective grade and the cost of living of the country of posting.

16.19.2 In the 2021 Report, the allowances payable were further improved through the grant of a High Inflation FSA Supplement to cater for any significant erosion in purchasing power of home-based staff in-between overall reviews; payment of a Dependent Supplement Allowance as a form of assistance of the living expenses of accompanying dependent(s); and refund of medical expenses and payment of warm clothing allowance to the accompanying dependent of unmarried career diplomats.

16.19.3 For this review exercise, the staff side requested, *inter alia*, to: grant a reasonable rise in the quantum of FSA in all diplomatic missions; revise the quantum of FSA every two years; pay FSA to home-based staff while on vacation or casual leave in Mauritius; and reinstate payment of Warm Clothing Allowance in all missions. FSA is normally revised in each review exercise after taking into account, among others, the findings of the comparative costliness exercise carried out by Statistics Mauritius. Moreover, provision exists for the payment of a high inflation supplement in case of significant rise in inflation in between reviews. As regards payment of FSA while being in Mauritius, a general recommendation has been made. Furthermore, payment of Warm Clothing Allowance in all missions has been reinstated.

16.19.4 Other representations related to: an increase in the quantum of the different allowances; refund of certain expenses *in toto;* enhanced benefits regarding rent and utilities; and extending payment of Hardship Allowance to officers posted in other missions such as Cairo and Pretoria.

16.19.5 The Ministry of Foreign Affairs, Regional Integration and International Trade (MFARIIT) on its side has mainly proposed to: pay FSA to home-based staff in hard currency or in the currency of the country of posting, that is, in a currency of their choice; and align quantum of Hardship Allowance payable to home-based staff in Mumbai to that payable in New Delhi. Moreover, they submitted that salary of home-based should not be accounted in the aggregate for payment of FSA and Entertainment Allowance as per the existing provision; Baggage Allowance should be granted for every posting; Dependent Supplement Allowance be paid to accompanying dependent(s) who

continuously stay(s) in the country of posting; and a reasonable ceiling for rent and utilities be provided.

16.19.6 The Ministry of Public Service and Administrative Reforms (MPSAR) viewed that FSA is payable in the country of posting to address any disparity in the cost of living and same is not applicable whenever the officer is on leave in Mauritius. Moreover, to avoid implementation issues, it was proposed that the term 'aggregate' should not be used for payment of monthly salary, FSA and other related allowances.

16.19.7 While examining the various proposals, we also took on board decisions taken at the level of the Foreign Service Committee (FSC) and High Powered Committee (HPC) prior to this review exercise as well as cost implications and the relevant observations made by the National Audit Office in its Report. Parties were also apprised during the consultative meetings of the outcome of most of their representations and those which should be looked into by Management or the FSC. Moreover, a working session was held at the Bureau with representatives of the MFARIIT to take stock of certain implementation issues being encountered and come up with solutions.

16.19.8 We are, in this Report, revisiting the existing provisions, wherever required, to address the qualms of both Management and the staff side.

Foreign Service Allowance and its determinants

16.19.9 Various factors are considered prior to arriving at the revised quantum of FSA. These are:

(i) the Comparative Costliness Index (CCI) computed by Statistics Mauritius to measure the relative costliness of a basket of selected goods and services in Mauritius compared to one in the foreign embassies, following a fresh cost of living survey carried out in the context of this review;

(ii) the average exchange rate for the year 2025;

(iii) quantum of FSA paid to home-based staff in the 2021 Report;

(iv) Mercer's cost of living index regarding the comparative costliness of the cities where home-based staff are posted;

(v) cumulative inflation rate of the country of posting since the 2021 Report; and

(vi) indicators published by international organisations/foreign quarters such as United Nations Retail Price Index, IMF World Economic Outlook and United Nations Post Adjustment System.

16.19.10 Concerning the comparative costliness exercise carried out by Statistics Mauritius, it is to be emphasised that like any statistical process, the degree of precision of the CCI is subject to certain limitations such as practical constraints for field supervision in the host location and data used for compilation of the Index. Moreover, the role played by the key stakeholders including the collaboration of heads of missions, home-based staff, the MFARIIT and Statistics Mauritius to obtain the required data culminating to the computation of an accurate CCI is important for any adjustment in FSA.

16.19.11 Against this backdrop and considering the demarche of the MFARIIT with regard to the payment of FSA and representations of the staff side, the quantum of FSA payable to home-based staff has been recomputed and adjusted. We have also taken into account the request of the Ministry for an adjustment of FSA in certain missions where the cost of living has significantly increased. To this end, we are making appropriate recommendations whilst maintaining the fixed rate of exchange for a more constant conversion value of the hard currency.

Recommendation 1

16.19.12 We recommend that:

(i) home-based staff should be paid FSA as per the quantum specified at Annex I of this Chapter; and

(ii) the rate of exchange provided at Annex II of this Chapter should be applicable for the payment of FSA and Other Related Allowances. As regards monthly salary, same may be paid to home-based staff serving in our overseas missions in a hard currency or currency of the country of posting at a fixed rate of exchange, as per the option exercised by the officer. Once exercised, the option should prevail for at least one year, before it can be changed.

16.19.13 We further recommend that where, with this Report, the:

(i) salary of home-based staff when converted in a hard currency is lower than what they are presently drawing, they should be paid the difference as a supplement to retain the higher quantum on a personal basis up to the next PRB Report; and

(ii) quantum of FSA and Entertainment Allowance in a hard currency is lower than what home-based staff are presently drawing, they should be allowed to draw the higher amount on a personal basis up to the time of a new posting. On a new posting, the new recommendations should apply.

Payment of FSA in specific circumstances

16.19.14 Union has represented that home-based staff should continue to be paid FSA when on casual/annual or vacation leave in Mauritius as they are eligible for

same when they are on leave in other countries/cities outside the country of posting. The Bureau was further apprised that at times, the accompanying dependents continue to stay in the country of posting. After examining the request, we are revisiting the recommendation.

Recommendation 2

16.19.15 We recommend that FSA should be paid to home-based staff who are on casual/annual or vacation leave outside the country of posting for up to one month.

16.19.16 We also recommend that officers posted in our missions and who have been sponsored to follow a course of study outside the country of posting, should be paid FSA all the while for up to four months, provided during that period, their accompanying dependent(s) is/are still staying in the country of posting.

High Inflation FSA Supplement

16.19.17 Payment of a High Inflation FSA Supplement was recommended in the last Report as an adjustment mechanism to cater for any significant erosion in purchasing power of home-based staff in-between general reviews.

16.19.18 Union represented that their request for payment of the supplement following the high increase in prices in certain missions was not considered administratively. Such cases should normally, as per our recommendation, be referred to the FSC for consideration.

16.19.19 We are maintaining the existing provisions regarding payment of a High Inflation FSA Supplement, subject to satisfying the set criteria.

Recommendation 3

16.19.20 We recommend that:

(i) the FSC should examine any request made for an adjustment of the quantum of FSA on ground of high inflation (>15%) in the country of posting and based on reliable data, consider the payment of a High Inflation FSA Supplement as a variable component to home-based staff posted in our overseas missions;

(ii) the MFARIIT should monitor, on a quarterly basis, any fluctuation in the rate of inflation in missions where the payment of a High Inflation FSA Supplement has been granted to home-based staff and submit a status report thereon to the FSC; and

(iii) the FSC should ensure that the payment of the High Inflation FSA Supplement ceases once the rate of inflation in the country of posting subsides, that is, drops below 15%, based on the status report submitted by the MFARIIT.

Other Related Allowances

16.19.21 Home-based staff serving in overseas missions are additionally granted a plethora of other related allowances/benefits to cater for necessary expenses incurred which are not included in the computation of FSA. These include Rent and Utilities, refund of school fees, Entertainment Allowance, refund of medical expenses, travelling benefits, Dependent Supplement Allowance, air passages, Hardship Allowance in missions considered as hard/difficult postings, Subsistence Allowance, Warm Clothing Allowance, Baggage Allowance, compassionate passages, Service Allowance and Transfer Grant.

16.19.22 The demands of Management and the staff side as well as our recommendations in relation to these allowances/benefits are expatiated in the ensuing paragraphs.

Dependent Supplement Allowance

16.19.23 In the last Report, we introduced payment of a Dependent Supplement Allowance as a form of assistance to cater for part of the living expenses of an officer's accompanying dependent(s), particularly as the spouse may encounter difficulties in finding a suitable job in the country of posting.

16.19.24 Management viewed that the accompanying dependent(s) should stay continuously in the country of posting to benefit from the Dependent Supplement Allowance. We are recommending accordingly.

Recommendation 4

16.19.25 We recommend that diplomatic staff, including Ambassadors/High Commissioners/Permanent Representatives serving in our missions abroad, should be paid a monthly Dependent Supplement Allowance as per the table below, provided that the accompanying dependent(s) stay(s) continuously in the country of posting; is/are not engaged in paid employment in the country of posting; and/or is/are not eligible for the payment of Foreign Service Allowance:

Number of Accompanying Dependent (s)	Monthly Dependent Supplement Allowance
One, including the spouse	**£165**
Two or more, including the spouse	**£295**

Hardship Allowance

16.19.26 Hardship Allowance is paid to home-based staff posted in certain missions which are considered as hard postings in view of the adverse conditions thereat. However, the payment of the allowance is justified as long as the difficult conditions continue to prevail in these postings.

16.19.27 Both Union and Management have requested to extend payment of the Hardship Allowance to home-based staff posted in other missions on account of risk/hardship issues. Management on its side has also proposed to align the quantum of Hardship Allowance payable in Mumbai to that paid in other missions considered as hard postings.

16.19.28 After examining the request, we are aligning the quantum of the allowance in all hard postings. As regards, the proposal to extend the allowance in other missions, there is need to assess the degree of hardship experienced and evaluate the working and living conditions of the officers. As such, it would be more appropriate for Management to refer the request to the FSC for examination.

Recommendation 5

16.19.29 We recommend that home-based staff posted in Addis Ababa, Antananarivo, Islamabad, Maputo, Mumbai and New Delhi, should be paid a monthly Hardship Allowance of USD 1500.

16.19.30 We further recommend that the MFARIIT should, on a yearly basis, reassess the degree of hardship in missions where a hardship allowance is paid and submit its findings to the FSC for consideration to justify its continued payment or otherwise.

Rent and Utilities

16.19.31 Provision was made in previous Reports for refund of charges of rent and utilities up to a prescribed ceiling except for Ambassadors, High Commissioners and Permanent Representatives. Management has informed that home-based staff are not refunded rent and utilities as payment is effected directly to the landlord. They also submitted that to determine a reasonable ceiling for rent and utilities, a due diligence exercise has to be carried out to reflect market reality. The staff side has, among others, requested to reinstate the prerogative of the Secretary for Foreign Affairs to review the ceiling of rent and utilities in case of urgency and to review the rate payable.

16.19.32 We have examined the request and based on data submitted by the MFARIIT, we are revisiting the recommendation on rent and utilities.

Recommendation 6

16.19.33 We recommend that, pending the acquisition of quarters by Government, wherever feasible, expenses related to Rent and Utilities should be effected in hard currency at a fixed rate of exchange as set out at Annex II to this Chapter, as follows:

(i) *in toto* for Ambassadors, High Commissioners and Permanent Representatives; and

(ii) up to a monthly ceiling for home-based staff in other grades according to broad salary levels as per Annex III to this Chapter.

16.19.34 We further recommend that:

(i) in the absence of strong reasonable grounds, any expenditure incurred above the prescribed ceiling of Rent and Utilities as specified at Annex III to this Chapter, should be borne *in toto* by the officer concerned;

(ii) officers reported upon in this review, other than local recruits, who occupy their own house, should be refunded 80% of the prescribed ceiling as per Annex III to this Chapter; and

(iii) home-based staff who are provided with rent free accommodation should be entitled to 20% of the quantum of Rent and Utilities as specified for their grade as per Annex III to this Chapter, in the event they are required to meet only the cost of utilities (electricity, gas, water and telephone facilities). In case any of the utilities mentioned above is provided free of charge along with accommodation, appropriate deduction should be made to the quantum of 20% for Rent and Utilities.

Review of Rent and Utilities in Specific Missions

16.19.35 Provision exists for the FSC to examine and consider a review of the prescribed ceiling for rent and utilities in specific missions beyond the prescribed ceiling in-between general reviews based on strong reasonable grounds and subject to the production of documentary evidence.

16.19.36 In many instances, the FSC found itself with no option but to accede to the different requests. The matter was referred to the HPC, which decided that it was more appropriate for the Secretary for Foreign Affairs to examine and approve such demands.

16.19.37 Pursuant to the decision of the HPC and consultative meetings held with Union and Management, we are making appropriate recommendations.

Recommendation 7

16.19.38 We recommend that any review of the quantum of Rent and Utilities beyond the prescribed ceiling as specified at Annex III to this Chapter, should be approved by the Secretary for Foreign Affairs after carrying out a proper procurement exercise and subject to financial clearance from the Ministry of Finance.

16.19.39 We further recommend that the rate approved by the Secretary for Foreign Affairs should be submitted to the HPC for endorsement.

Entertainment Allowance

16.19.40 Officers of the diplomatic cadre are expected in the course of their official duties to foster diplomatic relations and reciprocate invitations from foreign diplomats. They are consequently paid an allowance to cater for the expenses incurred during such activities.

16.19.41 We consider that payment of the Entertainment Allowance should be maintained.

Recommendation 8

16.19.42 We recommend that diplomatic staff should continue to be paid a monthly Entertainment Allowance in hard currency as per Annex IV to this Chapter, as from the date on which the officer effectively assumes duty in the country of posting.

16.19.43 We further recommend that the officer serving as Chargé d'Affaires in our diplomatic missions overseas in the absence of an Ambassador, should be paid the same quantum of Entertainment Allowance as recommended for an Ambassador in that mission.

Refund of School Fees/Children's Education

16.19.44 School fees are refunded to home-based staff in respect of their dependent children aged between three and 20 years attending pre-primary, primary and secondary schools and for children up to the age of three attending nurseries and day care centres.

16.19.45 Union has requested for the refund *in toto* of school fees, thereby encompassing mandatory fees such as books, library charges, sports activities and other compulsory charges.

16.19.46 In the last Report, provision was made for the FSC to look into requests relating to the refund of school fees in cases where non-tuition expenses are included in mandatory school fees. Based on information provided by Statistics Mauritius regarding the non-refundable components obtainable in foreign quarters, the total school fees are discounted to cater for the non-refundable ones.

16.19.47 We are, therefore, making appropriate recommendations to this end.

Recommendation 9

16.19.48 We recommend that home-based staff posted abroad should be refunded school fees inclusive of admission fees, registration fees, contribution to land/building fund, society fees and school endowment fund as below:

(i) at the rate of 80% in respect of their dependent children, aged between three and 20 years old, attending pre-primary, primary and secondary schools, as well as for children up to three years, attending nurseries and day care centres; and

(ii) at the rate of 90% for dependent children aged between three to 20 years old attending pre-primary, primary and secondary schools, as well as for children up to three years, attending nurseries and day care centres in countries where the medium of teaching is neither English nor French and where the children have no alternative than to seek admission in international schools.

16.19.49 We further recommend that in cases where a breakdown of mandatory school fees with regard to non-refundable components such as books and stationeries, library charges, expenses relating to extracurricular activities, among others, cannot be provided by the school or relevant authority, the FSC should decide on the rate at which the fees in respect of the non-refundable components would be discounted from the total fees, to determine the final quantum of school fees to be refunded, as per the rates recommended in the preceding paragraph.

Pertinent Observation

16.19.50 The Bureau observed that certain cases referred to the Foreign Service Committee for consideration involve huge sums of money, particularly regarding payment of school fees in respect of the child/children of home-based staff, which at times, are much costlier than American or European university fees. In the event the home-based staff has to cater for more than one child in the foreign country, the cost involved is colossal.

16.19.51 Though, it is understandable that in some missions, the home-based staff have no choice than to enrol their child/children in international schools, where the medium of teaching is English or French. However, we consider that the MFARIIT should ensure that scarce financial government resources are efficiently and judiciously used. We consider that the Ministry should take wise, smart and responsible decisions, prior to the posting of a home-based staff in missions where educational/school fees, among others, are more than exorbitant. **It is therefore incumbent on the Ministry to assess the financial implications with regard to the posting of an officer in such missions, the moreso, the National Audit Office has on several occasions highlighted the misuse of public funds thereat.**

Refund of Medical Expenses

16.19.52 Home-based staff posted in our overseas missions are refunded medical expenses at the rate of 90% subject to the production of a medical certificate. The medical expenses are refunded *in toto* only in case of hospitalisation for surgical intervention in respect of the officer, his/her spouse and dependent children aged up to 20 years.

16.19.53 The staff side has requested for the full refund of medical expenses incurred by officers and members of their family as well as those incurred in a neighbouring country. Management viewed that there would be need for a control mechanism in case medical expenses are to be wholly refunded.

16.19.54 We consider that, pending a proper control mechanism is devised by Management, the prevailing provisions should be maintained.

Recommendation 10

16.19.55 We recommend that 90% of medical expenses, should continue to be refunded to home-based staff posted abroad subject to:

(i) the production of duly signed and certified copies of medical certificates/prescriptions, invoices and receipts;

(ii) the claim being submitted on prescribed form, as determined by the MFARIIT, duly signed by the officer making the claim and upon the recommendation of the Head of Mission; and

(iii) medical bills falling within the Protocol and Guidelines approved by the Government.

16.19.56 We further recommend that in case of hospitalisation for surgical intervention, medical expenses incurred in respect thereof should be refunded, in *toto*, subject to the conditions set out in the above provision to an officer, his/her spouse, dependent children aged up to 20 years and accompanying dependent of unmarried career diplomats, upon their posting to overseas mission on a tour of service.

Health Insurance Scheme

16.19.57 In the 2016 PRB Report, provision was made for the FSC to study the introduction of a Health Insurance Scheme in Mauritius to cover all diplomatic staff posted in the overseas missions. Union informed that same has so far not been implemented and resultantly requested for the expeditious implementation of such scheme. **Considering the specific nature of the request, it is up to Management to initiate action with respect thereto.**

Warm Clothing Allowance

16.19.58 Home-based staff as well as their spouse and dependent children, and accompanying dependent of unmarried career diplomats posted in missions where extreme winter conditions prevail are entitled to the payment of a Warm Clothing Allowance, as is the practice in foreign countries.

16.19.59 Representations have been made by the staff side for payment of the allowance in all missions. We have examined the request and are agreeable to the proposal.

Recommendation 11

16.19.60 We recommend that a Warm Clothing Allowance equivalent to £320 should be paid to:

(i) the home-based staff, his/her accompanying spouse and dependent children aged up to 20 years on first posting and on subsequent posting, as well as upon renewal of each tour of service;

(ii) accompanying dependent of unmarried career diplomats, upon their posting to overseas mission on a tour of service; and

(iii) Ambassadors'/High Commissioners'/Trade Advisers' accompanying spouse and dependent children aged up to 20 years on first posting and upon renewal of contract after a period of three years.

Subsistence Allowance

16.19.61 In line with the current practice, a Subsistence Allowance is payable to home-based staff, where no government-owned overseas residences are available to accommodate the officers when proceeding on overseas posting. Paying due regard to the substantial financial implications of the present arrangement, payment of the allowance has been capped up to a maximum of 15 days. Since this arrangement is adequate, it is being maintained.

Recommendation 12

16.19.62 We recommend that home-based staff posted abroad should be paid a Subsistence Allowance for a maximum of 15 days as from the date on which the officer effectively assumed duty in the country of posting. However, the beneficiary would not qualify for the payment of any other allowance during this period.

Travelling Benefits

16.19.63 Home-based staff are also eligible for travelling benefits. These are provided in the ensuing paragraph.

Recommendation 13

16.19.64 We recommend that home-based staff posted in our missions should continue to be entitled to travelling benefits along the same lines as their counterparts serving in Mauritius, depending on the monthly salary drawn, payable in hard currency at a fixed rate of exchange, as hereunder:

(i) the same travelling benefits as applicable to officers in Mauritius, should be granted to home-based staff posted in our overseas missions except for those drawing a monthly salary of Rs 150000 and above;

(ii) home-based staff drawing a monthly salary of Rs150000 and above, other than Ambassadors, High Commissioners and Permanent Representatives should, on posting to a mission, be allowed to use the official car and in case no official car is available for this category of officer, incumbent may be allowed to opt for the payment of a Car Allowance as provided at paragraph 16.2.121(i) in this Volume; and

(iii) Ambassadors, High Commissioners, Permanent Representatives and officers drawing a monthly salary of Rs 150000 and above, be provided with an official car without driver while on leave in Mauritius. The officer can, however, be provided with the services of a driver, upon request, to attend official and related functions only.

Baggage Allowance

16.19.65 Presently, a Baggage Allowance is paid to home-based staff on a first posting in overseas mission or on return from overseas or on transfer from one mission to another. Management has submitted that for every posting, the officers should be paid the Baggage Allowance. We are agreeable to the proposal and recommending accordingly.

Recommendation 14

16.19.66 We recommend that home-based staff, while proceeding to overseas mission should be paid an all-inclusive amount equivalent to £325 as excess air Baggage Allowance for every posting.

16.19.67 We further recommend that the home-based staff should also be eligible for the refund of the cost of transportation by sea of either a 20-feet container of personal effects OR up to 10 cubic meters, inclusive of packaging and crating of personal effects, not exceeding four tons. However, officers choosing to carry their luggage by air, may opt to do so, but the cost would be limited to that of transport by sea. Any extra cost should be borne by the officer.

Air Passages

16.19.68 Air Passages are provided to the home-based staff's accompanying spouse and wholly dependent children below the age of 21 as well as the accompanying dependent of unmarried career diplomats on departure and completion of a tour of service or on change in posting from one mission to another, subject to certain conditions. Further to representations received, we are revisiting this recommendation on ground of fairness and equity.

Recommendation 15

16.19.69 We recommend that when a home-based staff is posted overseas in one of our missions or in case of change in posting from one mission to another, air passages should be provided to his accompanying dependent(s) when the latter join(s) him within a period of six months after the date of his departure.

16.19.70 In the case of an unmarried career diplomat, provision of a two-way air ticket should be made for either his father or mother or brother or sister, in case they join the latter within a period of six months after the date of his departure.

16.19.71 We further recommend that the home-based staff should make arrangement to return within a period of six months on termination/completion of the tour of service in order to benefit from air passages.

16.19.72 The dependents of the different categories of officers have been defined at paragraph 16.19.88 for ease of implementation.

Compassionate Passages

16.19.73 At present, diplomatic staff and officers employed on contractual basis in our overseas missions and their accompanying dependent(s), are granted one compassionate passage in the event of the death of the father or mother of either spouse or their child or a close relative to attend the funeral or rituals associated with the death within a period of 15 days as from the date the death occurs. This provision is being maintained.

Recommendation 16

16.19.74 We recommend that diplomatic staff and officers employed on a contractual basis in our diplomatic missions overseas as well as their accompanying dependent(s), be granted one compassionate passage during the tour of service/duration of the contractual employment in the event of the death of the father or mother of either spouse or their child or a close relative (brother or sister of the officer or of the spouse), when the death occurs in Mauritius or outside Mauritius, to attend the funeral or rituals associated with the death within a period of 15 days as from the date the death occurs.

16.19.75 We further recommend that where an officer serving in a mission proceeds on approved leave in a country other than Mauritius, that is, a third country, he should be paid compassionate passage for either the equivalent cost from the country of posting to Mauritius or from the third country to Mauritius, whichever is the lower;

OR

where the officer concerned is, at the time of demise of a close relative, on official mission abroad that is, in a third country, the compassionate passage should be the equivalent cost from the third country to Mauritius and back to the country of posting.

16.19.76 We also recommend that where the officer is already on official mission or on approved leave in Mauritius at the time of the demise of a close relative, there should be no refund of compassionate passage.

Transfer Grant

16.19.77 Officers proceeding to our diplomatic missions overseas on a first posting or on return from overseas or on transfer from one mission to another, are eligible for the payment of a transfer grant. This benefit is being maintained.

Recommendation 17

16.19.78 We recommend the payment of a transfer grant to home-based staff equivalent to 5% of the gross annual salary or an amount equivalent to £290, whichever is higher, in hard currency, while proceeding to an overseas mission on a first posting or on return from overseas or on transfer from one mission to another.

Service Allowance

Recommendation 18

16.19.79 We recommend that Ambassadors and/or High Commissioners employed on a contractual basis to serve in our diplomatic missions should continue to be paid a Service Allowance equivalent to two months' salary, in lieu of gratuity, on completion of 12 months' satisfactory service.

Tour of Service

16.19.80 The existing provision for tour of service is considered to be appropriate and is being maintained.

Recommendation 19

16.19.81 We recommend that:

(i) a tour of service for Diplomatic Staff posted in our missions should continue to be for a period of three years. However, in exceptional

circumstances, the tour of service may be extended for up to a maximum period of one year; and

(ii) staff of the General Services should serve for only one tour of service which may be of a shorter duration in countries where the conditions of living are difficult.

Posting of Diplomatic Staff on a Rotational Basis

16.19.82 Further to a reported unwillingness for officers to be posted in countries with difficult living conditions, provision was made in the last Report for the MFARIIT to implement a system of regular rotation of home-based staff in the different missions for parity of treatment. **We consider this arrangement to be still relevant and should be maintained.**

Consul

16.19.83 As official representatives of Mauritius, Consuls are posted in the Consulates of Dubai, Jeddah and Mumbai. They are also eligible for the payment of FSA and Other Related Allowances. We are maintaining the present arrangement.

Recommendation 20

16.19.84 We recommend that the FSA and Entertainment Allowance payable to the Consuls in hard currency as well as the ceiling of Rent and Utilities, should be as per Annex V at the end of this Chapter.

Foreign Service Committee

16.19.85 In-between a general review, matters related to Conditions of Service of officers posted in our overseas missions are presently examined by the FSC under the Chairpersonship of the Secretary for Public Service.

16.19.86 Union has proposed that a diplomatic staff be also present at the meetings of the FSC. We consider the present composition of the Committee appropriate to deliver on its terms of reference.

Recommendation 21

16.19.87 We recommend that the Foreign Service Committee under the Chairpersonship of the Secretary for Public Service of the MPSAR and comprising representatives of the MFARIIT; the Ministry of Finance; Statistics Mauritius; and the Pay Research Bureau, should continue to examine and report in-between general reviews, on matters related to Conditions of Service of officers posted in our overseas missions whenever required.

Implementation of Recommendations

16.19.88 To ease the implementation of the recommendations made in this Chapter with regard to the payment of FSA and Other Related Allowances, the following clarification is provided:

Conversion of Currency	The conversion of the currency of posting specified at Annex I, III, IV and V in a hard currency should be looked into by the MFARIIT.
Definition of Dependent	Dependents of a married home-based staff comprise the officer's accompanying spouse and child/children up to the age of 20 years if they are in full-time education. Dependents of a divorced home-based staff include the officer's child/children up to the age of 20 years if they are in full-time education and father OR mother. Dependents of an unmarried career diplomat are the officer's father OR mother OR brother OR sister.

ANNEX I

FOREIGN SERVICE ALLOWANCE (FSA) PER MONTH (IN FOREIGN CURRENCY)

City	Currency	Ambassador/ High Commissioner/ Permanent Representative	Minister Counsellor/ Deputy High Commissioner	First Secretary	Second Secretary	Office Management Executive/ Confidential Secretary	Office Management Assistant	Word Processing Operator
Addis Ababa	Birr	**30,590**	**26,950**	**22,455**	**15,510**	**9,895**	**8,475**	**7,290**
Antananarivo	Ariary	**6,395,295**	**5,656,145**	**4,646,430**	**3,239,095**	**2,099,835**	**1,787,090**	**1,563,700**
Beijing	Yuan	**49,875**	**45,600**	**37,410**	**26,275**	**16,755**	**14,365**	**12,410**
Berlin	Euro	**5,700**	**5,200**	**4,285**	**2,995**	**1,930**	**1,645**	**1,420**
Brussels	Euro	**5,050**	**4,625**	**3,795**	**2,650**	**1,710**	**1,465**	**1,260**
Cairo	Egyptian Pound	**17,905**	**15,725**	**12,900**	**9,005**	**5,835**	**4,985**	**4,325**
Canberra	Australian Dollar	**8,785**	**8,025**	**6,590**	**4,600**	**2,960**	**2,545**	**2,190**
Dubai	Dirham	**24,985**	**22,895**	**18,780**	**13,135**	**8,460**	**7,240**	**6,230**
Geneva	Swiss Franc	**11,500**	**10,500**	**8,600**	**6,025**	**3,885**	**3,310**	**2,885**
Islamabad	Pakistani Rupee	**151,450**	**133,800**	**109,990**	**76,595**	**49,740**	**42,495**	**36,665**
Jeddah	Riyal	**20,400**	**18,690**	**15,335**	**10,720**	**6,910**	**5,915**	**5,090**
Kuala Lumpur	Malaysian Ringgit	**14,925**	**13,615**	**11,150**	**7,875**	**5,085**	**4,265**	**3,770**
London	Pound Sterling	**4,450**	**4,070**	**3,335**	**2,330**	**1,495**	**1,280**	**1,105**
Maputo	MZN	**82,050**	**74,950**	**61,535**	**42,910**	**27,795**	**23,665**	**20,540**
Moscow	Russian Rouble	**340,940**	**312,395**	**257,120**	**178,955**	**115,235**	**98,800**	**85,205**
Mumbai	Indian Rupee	**155,040**	**141,740**	**116,405**	**81,095**	**52,450**	**44,770**	**38,890**
New Delhi	Indian Rupee	**148,460**	**135,725**	**111,470**	**77,655**	**50,225**	**42,875**	**37,245**
New York	US Dollar	**7,340**	**6,715**	**5,510**	**3,835**	**2,485**	**2,120**	**1,700**
Paris	Euro	**6,310**	**5,765**	**4,740**	**3,305**	**2,165**	**1,825**	**1,585**
Pretoria	Rand	**29,365**	**26,830**	**22,020**	**15,355**	**9,940**	**8,480**	**7,370**
Riyadh	Riyal	**24,355**	**22,315**	**18,305**	**12,800**	**8,245**	**7,060**	**6,075**
Tokyo	Japanese Yen	**832,767**	**761,390**	**624,648**	**438,705**	**279,783**	**239,883**	**207,246**
Washington	US Dollar	**6,510**	**5,955**	**4,885**	**3,405**	**2,205**	**1,885**	**1,505**

ANNEX II

CURRENCY AND RATE OF EXCHANGE OF THE COUNTRY OF POSTING

City	Currency	Unit	Average Exchange Rate Year 2025
Addis Ababa	Birr	1	**0.3317**
Antananarivo	Ariary	100	**1.0099**
Beijing	Yuan	1	**6.4074**
Berlin	Euro	1	**51.8433**
Brussels	Euro	1	**51.8433**
Cairo	Egyptian Pound	1	**0.9338**
Canberra	Australian Dollar	1	**29.6089**
Dubai	Dirham	1	**12.5585**
Geneva	Swiss Franc	1	**55.3563**
Islamabad	Pakistani Rupee	1	**0.1633**
Kuala Lumpur	Malaysian Ringgit	1	**10.7152**
London	Pound Sterling	1	**60.9776**
Maputo	MZN	1	**0.7148**
Moscow	Russian Rouble	1	**0.5558**
New Delhi/ Mumbai	Indian Rupee	1	**0.5307**
Paris	Euro	1	**51.8433**
Pretoria	Rand	1	**2.6270**
Riyadh/Jeddah	Riyal	1	**12.2972**
Tokyo	Japanese Yen	100	**31.4231**
Washington/ New York	US Dollar	1	**46.1301**

ANNEX III

CEILING OF RENT AND UTILITIES PER MONTH (IN FOREIGN CURRENCY)

City	Currency	Minister Counsellor/ Deputy High Commissioner/First Secretary	Second Secretary	Office Management Executive/ Confidential Secretary/ Office Management Assistant/ Word Processing Operator
Addis Ababa	Birr	**19,070**	**14,075**	**12,935**
Antananarivo	Ariary	**1,854,545**	**1,062,145**	**674,380**
Beijing	Yuan	**111,240**	**64,825**	**41,325**
Berlin	Euro	**2,725**	**1,825**	**1,700**
Brussels	Euro	**3,590**	**2,330**	**1,790**
Cairo	Egyptian Pound	**5,605**	**3,625**	**2,800**
Canberra	Australian Dollar	**3,615**	**2,175**	**1,735**
Dubai	Dirham	**13,225**	**8,835**	**8,245**
Geneva	Swiss Franc	**7,225**	**4,335**	**3,470**
Islamabad	Pakistani Rupee	**95,190**	**65,765**	**41,535**
Jeddah	Riyal	**10,950**	**7,325**	**6,835**
Kuala Lumpur	Malaysian Ringgit	**5,785**	**3,615**	**2,890**
London	Pound Sterling	**2,025**	**1,300**	**1,085**
Maputo	MZN	**44,000**	**36,660**	**23,310**
Moscow	Russian Rouble	**97,945**	**65,435**	**60,980**
New Delhi/ Mumbai	Indian Rupee	**77,010**	**53,655**	**34,610**
New York	US Dollar	**5,915**	**4,140**	**2,950**
Paris	Euro	**3,965**	**2,430**	**1,985**
Pretoria	Rand	**13,050**	**8,440**	**6,135**
Riyadh	Riyal	**11,505**	**7,690**	**7,175**
Tokyo	Japanese Yen	**1,982,228**	**1,155,140**	**736,385**
Washington	US Dollar	**4,910**	**3,070**	**2,455**

ANNEX IV

ENTERTAINMENT ALLOWANCE PER MONTH (IN FOREIGN CURRENCY)

City	Currency	Ambassador/ High Commissioner/ Permanent Representative	Minister Counsellor/ Deputy High Commissioner	First Secretary	Second Secretary
Addis Ababa	Birr	**4,760**	**1,905**	**1,425**	**955**
Antananarivo	Ariary	**832,735**	**332,830**	**250,605**	**167,070**
Beijing	Yuan	**7,615**	**2,960**	**2,130**	**1,430**
Berlin	Euro	**970**	**395**	**300**	**200**
Brussels	Euro	**840**	**330**	**255**	**165**
Cairo	Egyptian Pound	**2,930**	**1,175**	**870**	**590**
Canberra	Australian Dollar	**1,345**	**535**	**405**	**270**
Dubai	Dirham	**4,715**	**1,915**	**1,455**	**955**
Geneva	Swiss Franc	**1,660**	**665**	**500**	**330**
Islamabad	Pakistani Rupee	**26,625**	**10,700**	**8,090**	**5,350**
Jeddah	Riyal	**3,905**	**1,590**	**1,200**	**795**
Kuala Lumpur	Malaysian Ringgit	**2,630**	**1,055**	**800**	**520**
London	Pound Sterling	**655**	**270**	**200**	**130**
Maputo	MZN	**12910**	**5,225**	**3,915**	**2,610**
Moscow	Russian Rouble	**32,595**	**13,050**	**9,790**	**6,525**
New Delhi/ Mumbai	Indian Rupee	**23,620**	**9,400**	**7,045**	**4,700**
Paris	Euro	**1,020**	**400**	**305**	**205**
Pretoria	Rand	**4,655**	**1,870**	**1,305**	**930**
Riyadh	Riyal	**4,100**	**1,670**	**1,265**	**835**
Tokyo	Japanese Yen	**147,445**	**57,350**	**41,285**	**27,760**
Washington/ New York	US Dollar	**1,045**	**415**	**315**	**210**

ANNEX V

ALLOWANCES FOR CONSUL

City	Currency	Foreign Service Allowance (FSA) per month (In Foreign Currency)	Ceiling of Rent and Utilities per month (In Foreign Currency	Entertainment Allowance per month (In Foreign Currency)
Dubai	Dirham	**18,780**	**13,225**	**1,455**
Jeddah	Riyal	**15,335**	**10,950**	**1,200**
Mumbai	Indian Rupee	**116,405**	**77,010**	**7,045**



17. STATUTORY BOARDS AND COMMITTEES

17.1 Statutory Boards and Committees (SB and C) are established by Acts of Parliament which confer them their legal status. They are generally controlled by a Board of Directors, appointed by Government, which sets the policies and directions of their operations. As per provisions of the Acts, Chief Executives are appointed to be responsible for the day-to-day management and overall administration of the organisations.

Categorisation of Statutory Boards

17.2 In the last PRB Report, the system of categorisation was re-introduced wherein the Bureau recommended that the SB and C be classified in three categories *viz* A, B, and C. To facilitate this exercise, the Bureau recommended the following criteria to be used as a baseline:

(i) Budget/establishment size or value of assets;

(ii) Complexity of operations and level of risks;

(iii) Criticality of functions (Regulatory, Executive or Advisory);

(iv) Degree of knowledge and specialised skills required, level of responsibility and profile (contribution, expertise and experience);

(v) Commitment required (frequency of meetings in a month time); and

(vi) Degree to which the body is accountable/visible.

17.3 The aforementioned criteria were slightly modified at the level of the Standing Committee on Fees and Allowances, after a consensus was reached by all members of the Committee. Thereafter, the Standing Committee set up a Sub-Committee comprising representatives of the Prime Minister's Office, Ministry of Finance, Pay Research Bureau (PRB) and the Ministry of Public Service and Administrative Reforms (MPSAR) for the categorisation of the Statutory Boards falling under the purview of the PRB. The list of duly categorised Statutory Boards was subsequently discussed at the level of the Standing Committee which was finally submitted to the High Powered Committee for approval.

17.4 As at date, over 100 Statutory Boards have been categorised by the Standing Committee on Fees and Allowances, under the Chairmanship of the Secretary for Public Service**.**

Fees payable to Part-Time Chairpersons, Members and Secretaries

17.5 Post 2021 PRB Report, following an outcry from various stakeholders, the High Powered Committee considered that the fees recommended should be reviewed with a view to coax qualified and experienced individuals to serve on these Boards. Consequently, the fees were reworked by the Bureau in consultation with the Prime Minister's Office and discussed at the level of the Standing Committee on Fees and Allowances and ultimately approved by the High Powered Committee.

17.6 Currently the fees payable to part-time Chairpersons, Members and Secretaries of Statutory Boards are as per Circular Note No. 54 of 2022 issued by the then Ministry of Public Service, Administrative and Institutional Reforms. The fees have been set according to the category in which the Parastatal Bodies are classified. For this review, the Bureau has remained mindful of the financial and affordability constraints being faced by the Government in arriving at its recommendations. The existing fees are, therefore, being maintained.

Recommendation 1

17.7 We recommend that the existing fees payable to Chairpersons, Members and Secretaries of Statutory Boards falling under the purview of the PRB should be maintained as per the Table below:

Category of Statutory Boards	Chairperson (Rs) (monthly basis)	Member (Rs)		Secretary (Rs)	
		Per sitting	Subject to a maximum of	Per sitting	Subject to a maximum of
A	40000	2500	5000	2750	5500
B	32000	2000	4000	2200	4400
C	22000	1500	3000	1650	3300
Sessional Basis	5500 per sitting subject to a maximum of Rs 22000 a month	1500 per sitting subject to a maximum of Rs 6000 a month		1650 per sitting subject to a maximum of Rs 6600 a month	

17.8 We also recommend that the Chairpersons, Members and Secretaries of Statutory Boards already drawing higher fees than those recommended above should retain same on a personal basis, until reconstitution of the membership of the Board. Thereafter, they should be paid the appropriate fees.

Recommendation 2

17.9 We recommend that the existing fees payable to the Members and Secretaries of Sub-Committees of Statutory Boards falling under the purview of the PRB should be maintained as per the Table below:

Category of Statutory Boards	Member (Rs)		Secretary (Rs)	
	Per Sitting	Subject to a maximum of	Per Sitting	Subject to a maximum of
A	2100	8400	1550	6200
B	1700	6800	1250	5000
C	1350	5400	950	3800

17.10 We also recommend that the existing fees payable to a Member other than the Chairperson who is called upon to chair a Sub-Committee of Statutory Boards falling under the purview of the PRB should be maintained as follows:

Category of Statutory Boards	Chairperson (Rs)	
	Per Sitting	Subject to a maximum of
A	2600	10400
B	2200	8800
C	1850	7400

17.11 We further recommend that Chairpersons should, as far as possible, not form part of Sub-Committees of the same Board.

Commuted Allowance - Statutory Boards and Committees

Recommendation 3

17.12 We recommend that:

(i) Chairpersons and Members of Statutory Boards and Committees travelling by car to and from the place of meeting should, in addition to their travel grant or travelling allowance entitlements that may accrue to them on account of their official positions, be paid a revised monthly Commuted Allowance of Rs 1725 based on a maximum of four sittings. The Commuted Allowance should be pro-rated in cases where the Chairperson and Members attend less than four sittings;

(ii) Non-Executive Chairpersons who are beneficiaries of an official car or who do not have to travel exclusively to attend the meeting should not be entitled to such allowances; and

(iii) Part-time Chairpersons and Members who travel by bus should be paid a revised Commuted Allowance of Rs 75 per sitting or refunded the travelling expenses incurred.

Actingship as Chairperson of Statutory Boards

17.13 Very often, Chairpersons of Statutory Boards are unable to chair Board meetings for a full month or they chair only part of a month for personal reasons/attending official mission for the Board. To address the problem of payment of fees for actingship in the absence of the substantive Chairperson, the Bureau, in its last Report, made specific recommendation to compensate the Vice-Chairperson or any other Member who chaired the Board meetings accordingly. Since this situation is recurrent, the recommendation is being maintained.

Recommendation 4

17.14 We recommend that:

(i) no fees should be paid to a substantive Chairperson who is absent during a whole calendar month, except if he is on official mission for the Board. The Vice-Chairperson or any other Member who chairs the Board meeting(s), during that period, should be paid the full allowance payable to the Chairperson;

(ii) a Vice-Chairperson or any other Member who presides over Board meeting(s) held in a month in the absence of the substantive Chairperson (while the latter is in the country) should be paid an allowance equivalent to 50% of the monthly fees payable to the substantive Chairperson. Where the Chairperson has been replaced by more than one person and for only part of the month, the amount should be shared on a *pro-rata* basis; and

(iii) in case the substantive Chairperson and the Vice-Chairperson or any other Member have presided over Board meeting(s) held in a month when the substantive Chairperson, for only part of the month, is on leave abroad (for reasons other than official missions for the Board), the Vice-Chairperson or any other Member presiding the Meeting should be paid an allowance calculated on a *pro-rata* basis.

Double Payment

17.15 In the last Report, provisions were made respectively for the payment of fees in cases of resignation, transfer and replacement of a Chairperson to counter double payment as hereunder:

(i) whenever a Chairperson resigns from his office and takes up the chairmanship of another organisation, he should be paid the fees on a *pro-rata* basis.

(ii) in the event a Chairperson is transferred and replaced by another one, both should be paid the monthly fee on a *pro-rata* basis for the month the posting becomes effective.

(iii) In case the substantive Chairperson is absent during a whole calendar month, and the Vice-Chairperson or any other Member chairs the board meetings, the latter should be granted the full allowance payable to the substantive Chairperson. This allowance should be in lieu of the fees payable for attendance as Member during the same month.

17.16 In view of their continued validity, the above provisions should prevail.

Resignation of Chairperson

17.17 Provisions in case of resignation of a Chairperson are as hereunder:

(i) pending the appointment of a new Chairperson, the chairmanship should continue to be devolved upon the Vice-Chairperson, if any, or on any other Member designated by the Board and the latter should be entitled to the full allowance prescribed.

(ii) whenever the chairmanship is held on a rotational basis with the agreement of the Board Members, the full monthly allowance normally payable to the Chairperson should continue to be apportioned among the acting Chairpersons.

17.18 As these provisions still hold, we are maintaining them.

Classification of Committees

17.19 The fact that the functions of Committees are not comparable to those of Boards in various aspects, *inter alia,* recruitment of officers on their respective establishment, their size, setting and monitoring strategies, and level of operation, the Standing Committee on Fees and Allowances decided that it would not be appropriate to classify such Committees on the basis of the Framework and established criteria used for categorising the Statutory Boards. Hence, a different basis has been devised by the Standing Committee on Fees and Allowances to classify those Committees under three levels namely I, II and III.

Fees for Committees

Recommendation 5

17.20 We recommend that the existing fees payable to the Chairpersons, Members and Secretaries of Committees should be maintained as hereunder:

Level	Part-Time Chairperson (Rs)		Member (Rs)		Secretary (Rs)	
	Per Sitting	Subject to a maximum of	Per Sitting	Subject to a maximum of	Per sitting	Subject to a maximum of
I	2000	6000	1500	4500	1100	3300
II	1500	4500	1125	3375	825	2475
III	1000	3000	750	2250	550	1650

Standing Committee

17.21 The categorisation of all Statutory Boards falling under the purview of the PRB and the classification of Committees are presently carried out by the Standing Committee on Fees and Allowances which operates under the chairmanship of the Secretary for Public Service. All new cases for the determination of fees payable and requests for determination of allowances payable to Chairpersons, Members and Secretaries appointed to sit on *ad hoc* Committees or Fact-Finding Committees or Courts of Investigation are equally considered by the Standing Committee.

Recommendation 6

17.22 We recommend that the Standing Committee on Fees and Allowances under the chairmanship of the Secretary for Public Service, comprising representatives of the Prime Minister's Office, Ministry of Finance and

Pay Research Bureau should look into all cases of categorisation of Statutory Boards and classification of Committees.

17.23 We also recommend that the Standing Committee should continue to be responsible for the determination of allowances payable to Chairpersons, Members, Secretaries and other supporting staff of *ad hoc* Committees in line with approved criteria, as guidelines, and deal with specific cases as well.

17.24 We further recommend that the fees payable to Chairpersons, Members and Secretaries of Commissions of Inquiry as set up by the President of the Republic and other similar Committees should be determined, on a case-to-case basis, by the High Powered Committee.

General Recommendations

17.25 It has been submitted that since the last review, there has been an observable increase in the number of Committees which has been set up administratively. In the majority of cases, these issues already fall under the mandate of the Ministry/Department/Organisation concerned and, as such, the need for payment of any fees does not arise. Rightfully, such requests on being submitted to the Standing Committee, were turned down. Also, it has become a recurrent practice in organisations to set up Sub-Committees with a view to furnishing input to the main Committee and subsequently fees are claimed for the services provided. What is noteworthy is that most of these Sub-Committees are presided by the same Chairperson. Research shows that in some countries, public sector employees who chair Boards or in their capacity as Board members, are not entitled to any fees unless approval for remuneration is sought by the responsible Minister.

17.26 Given that overboarding can compromise a member's effectiveness and in an attempt to limit unjustified payment of fees while being cautious on the judicious use of public funds, the Bureau is making appropriate recommendations.

Recommendation 7

17.27 We recommend that:

(i) no fees should be paid to full time public sector employees forming part of administratively set up Committees having functions that fall under the mandate of the relevant Ministry/Department/ Organisation;

(ii) full time public sector employees forming part of Committees which are set up by virtue of a Government decision to look into pertinent matters should be paid fees as approved by the Standing Committee on Fees and Allowances;

(iii) full time public sector employees should not form part of more than four fee paying Boards/Committees in any period of twelve months, unless otherwise authorised by provision of relevant legislation or by Cabinet endorsement; and

(iv) no public sector employee should serve on such Boards which have the potential to create an actual or perceived conflict of interest.



18. REDUNDANCY MANAGEMENT

18.1 Redundancy is adopted as a last resort to prune away surplus employees in an organisation due to restructuring, technological advancements, changes in Government functions, among others. In the private sector, the Redundancy Board examines justifications for workforce reductions and layoffs while in the Public Sector, employees are mostly redeployed to suitable positions in other Ministries/Departments/Organisations and are provided retraining to facilitate the transition. Provision equally exists in the Pensions Act for the grant of enhanced pension benefits to an employee who retires from public office as a consequence of a re-organisation or abolition of office.

18.2 Upon redeployment to a particular organisation, the employee is as far as possible, integrated on a personal basis in a grade which is more or less of the same level as his former position. The duties that incumbent would be required to perform are laid down in the scheme of service of the new grade to reflect the actual requirements of the job as per operational requirement.

18.3 Representations were made by certain employees of defunct Parastatal Bodies who have been redeployed in the Civil Service, to retain the higher salary that they were drawing in their former institution and same be revised in the context of a general review. It is worth pointing out that in determining the salary of the grade of the redeployed employee(s), various facts are considered including the proposed schemes of service, the responsibilities and duties that would devolve upon the incumbent.

18.4 Certain redeployed employees also represented that they have not been offered employment in an equivalent position to what they were occupying at the defunct institution. This, however, does not fall within the purview of the Bureau. It is up to the Ministry concerned to inform the redeployed employee(s) about all the issues related to their redeployment, as highlighted in our guidelines provided in the 2021 PRB Report.

18.5 As regards Conditions of Service, redeployed employees often aver that they should be eligible for the same benefits, such as duty remission facilities, which they were previously entitled to in their former positions. In a few cases, these employees are employed in corresponding positions where the nature of duties may differ and hence explaining the fact that they do not enjoy the same benefits. Concerning promotional avenues, opportunities for redeployed employees still exist as they can apply for higher posts in the Public Sector which are filled by way of open competition.

18.6 Since redeploying surplus personnel is a sensitive aspect of manpower planning reform, we consider that a systematic approach should be adopted when addressing such issues. In this context, in the last Report, general guidelines were recommended for a planned redundancy management

scheme in the Public Sector to ease the redeployment exercise taking into account both organisational needs and individual career trajectories.

18.7 For this review, we hold that for a more effective management of redundancy in the Public Sector, there is need for a centralised cell with clear guidelines, for the integration of surplus employees in new grades and making optimum use of experienced personnel.

Establishment of a Redeployment Cell, Framework and Register

18.8 To ensure that the procedures for redeployment are administered in a transparent, fair, equitable and consistent manner, we are providing for the establishment of a centralised redeployment cell with an appropriate framework and guidelines. We are, therefore, recommending along these lines.

Recommendation 1

18.9 We recommend the setting up of a centralised Redeployment Cell under the Human Resource Development Division at the level of the MPSAR as a coordinating mechanism to facilitate the redeployment of officers for a more effective management of redundancy in the Public Service.

18.10 We also recommend that the MPSAR should, in consultation with the Ministry of Labour and Industrial Relations as well as the Federations, develop a Redeployment Framework to manage redundancy in the Public Service, taking into consideration, among others, the guidelines provided at paragraphs 18.7 and 18.8, in Volume 1 of the 2021 PRB Report.

18.11 We further recommend that the MPSAR should put in place a Redeployment Register to capture all relevant information concerning redundant/surplus employees in the Public Sector and ensure that the Register is kept up to date.

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19. RODRIGUES AND THE OUTER ISLANDS

19.1 In this Chapter, we outline the specific benefits and Conditions of Service that are applicable to public officers domiciled in Mauritius who are required to serve on a tour of service in Rodrigues and the Outer Islands, namely Agalega and St Brandon. Some of these provisions equally apply to public officers on the establishment of the Rodrigues Regional Assembly (RRA) when they are posted on a tour of service in Mauritius.

19.2 To ensure proper staffing and continuity in service delivery in Rodrigues and the Outer Islands, the current arrangements are being maintained and a new provision is being introduced for the payment of disturbance allowance for tours of shorter duration to Rodrigues.

Recommendation 1

19.3 We recommend that public officers domiciled in Mauritius should continue to serve on a tour of service in Rodrigues and the Outer Islands, that is, Agalega and St Brandon, as and when required.

Tour of Service to Rodrigues

19.4 Earlier, many officers domiciled in Mauritius were being sent on a tour of service to Rodrigues to ensure the proper manning and running of the various Commissions/Departments due to a lack of qualified Rodriguan officers. Gradually, the RRA started recruiting its own qualified officers and today many of the Commissions/Departments are solely manned by Rodriguan officers. Nonetheless, there still exist certain fields requiring professional/technical skills such as health, meteorology, civil aviation and human resource, where the services of Mauritian officers are solicited. On an annual basis, some 20 to 30 officers proceed on a tour of service to Rodrigues.

19.5 A tour of service in Rodrigues is generally of 12 months' duration, though in exceptional cases, the length can be less than six months. The benefits accruing to an officer on a tour of service in Rodrigues include, among others, payment of Disturbance Allowance, rent free-accommodation or quarters; free passages; and enhanced Vacation Leave. As regards professionals in scarce supply, they are paid an Inducement Allowance in lieu of the Disturbance Allowance.

19.6 After examining the existing provisions, we consider that they are adequate in meeting the set objectives. Besides, no submission related thereto have been received from the Federations and the Ministry of Public Service and Administrative Reforms (MPSAR). In the circumstance, the undermentioned provisions should continue to remain effective.

Recommendation 2

19.7 We recommend that:

(i) the duration of a tour of service in Rodrigues should generally be of 12 months' duration. However, it can be of shorter period, but not less than six months, for exceptional cases such as the non-availability of qualified staff in certain scarcity areas, subject to the approval of the MPSAR;

(ii) payment of the monthly Disturbance Allowance should be 25% of gross salary for the duration of a tour and, except in exceptional circumstances and subject to the approval of the MPSAR, should be limited to three tours of service only;

(iii) notwithstanding the provision at paragraph 19.7(i), where a Ministry/Department is unable to release an officer for a tour of service of six months' duration, the officer should be paid the monthly Disturbance Allowance for the actual duration of the tour, subject to the approval of the MPSAR; and

(iv) Mauritian officers posted in Rodrigues on a tour of service should continue to benefit from rent-free accommodation or quarters.

Inducement Allowance

19.8 In lieu of the Disturbance Allowance, certain categories of professionals in scarce supply are paid an Inducement Allowance equivalent to 50% of their monthly salary as an incentive to serve on a tour of service in Rodrigues.

19.9 The Inducement Allowance, which is determined and approved by the MPSAR, has so far been paid to professionals/experts in the IT, health and legal fields. The payment of the allowance is on a *pro-rata* basis to Specialist/Senior Specialists who are posted for short duration in Rodrigues and are accommodated in fully furnished rent-free quarters/houses. As regards officers who are provided with board and lodging in hotels for the duration of their tour, they are not entitled to this allowance.

19.10 As the need to provide an encouragement to our professionals in scarce fields who are posted to Rodrigues is still felt, the present provisions are being sustained.

Recommendation 3

19.11 We recommend the payment of an Inducement Allowance of 50% of the monthly salary to certain categories of professionals in scarce supply and posted on a tour of service in Rodrigues, subject to the approval of the MPSAR.

19.12 We further recommend that the Inducement Allowance:

(i) should be paid on a *pro-rata* basis to Specialist/Senior Specialists posted for short duration in Rodrigues and who are accommodated in fully furnished rent-free quarters; and

(ii) should not be paid to officers who, for one reason or another, are provided with board and lodging in hotels.

Officers Performing Duties in a Higher Capacity

19.13 As per existing provisions, the Disturbance or Inducement Allowance paid to officers who are called upon to act in a higher capacity or are assigned duties of the higher post in the hierarchy, is calculated on the basis of aggregate earnings, that is, basic salary plus salary compensation at approved rates plus Acting/Responsibility Allowance. Since this practice is considered fair and equitable, it should continue to prevail.

Recommendation 4

19.14 We recommend that the Disturbance Allowance or Inducement Allowance paid to officers who are called upon to act in a higher capacity or assigned duties of the higher level should be computed on the basis of aggregate earnings comprising basic salary, salary compensation at approved rates and any Acting/Responsibility Allowance.

Other Conditions

19.15 Besides the payment of Disturbance or Inducement Allowance, the following benefits are granted to officers who are posted to Rodrigues for a tour of service of a minimum period of 12 months:

(a) Passages:

(i) one free passage, to and from Rodrigues, for himself, his spouse and up to three dependent children below the age of 21; and two additional free tickets to Mauritius to married officers in case the tour of service is extended for another 12 months;

(ii) one free return ticket from Rodrigues for medical treatment in Mauritius in respect of himself or any immediate member of his family, as at sub-paragraph (i) above, provided a Government Medical Officer certifies that such medical treatment is not available in Rodrigues and cannot safely be postponed until the end of his tour of service;

(iii) two free return tickets from Rodrigues for medical treatment in Mauritius in respect of himself or any immediate member of his family, as at sub-paragraph (i) above, provided a Government Medical Officer certifies that such medical treatment is not available

in Rodrigues and cannot safely be postponed until the end of his tour of service, and that the patient needs to be accompanied;

(iv) one additional free return ticket to Mauritius to single officers in case the tour of service is extended for another 12 months; and

(v) the entitlement of free return tickets, under sub-paragraphs (i) and (iv) above, is limited to three tours of service only.

(b) Transport:

(i) free transport by sea of his personal effects to the extent of six cubic metres; and

(ii) free transport by sea of his car/jeep/motorcycle/bicycle subject to the approval of the Prime Minister's Office;

provided that the total volume of (i) and (ii) does not exceed 12 cubic metres.

(c) Enhanced Vacation Leave:

(i) an officer domiciled in Mauritius, when posted to Rodrigues for a tour of service, earns during the period of his service there, vacation leave at the rate of 50% more than what he is eligible for in respect of that period;

(ii) the additional leave granted under sub-paragraph (i) may be accumulated over and above his normal entitlement; and

(iii) an officer on a tour of service in Rodrigues is not allowed to enjoy vacation leave, save in exceptional cases, subject to the approval of the Island Chief Executive.

Recommendation 5

19.16 We recommend that:

(i) the conditions laid down at paragraph 19.15 regarding passages, transport and vacation leave to which an officer domiciled in Mauritius and posted to Rodrigues is entitled to, should be maintained; and

(ii) an officer, on his return to Mauritius at the end of his tour of service, should be given priority of consideration to take his earned vacation leave.

Tour of Service to the Outer Islands – Agalega and St Brandon

19.17 Besides Rodrigues, Mauritian officers are, as and when required, also called upon to serve on a tour of service in the outer islands of Agalega and St. Brandon. The duration of the tour of service to these islands normally varies from four to six months and is most of the time dependent on the movement of vessels thereto. The officers posted to these islands benefit from a higher quantum of Disturbance Allowance in addition to enhanced pension benefits, as the travelling and living conditions thereat are more difficult.

19.18 We consider that the benefits accruing to Mauritian officers serving the outer islands are adequate and should continue to prevail.

Recommendation 6

19.19 We recommend that officers posted on a tour of service in Agalega and St Brandon should:

(i) be eligible for a monthly Disturbance Allowance of 60% of gross salary (basic salary plus salary compensation at approved rates). The allowance should be *pro-rated* with respect to the duration of the stay in these islands;

(ii) earn Vacation Leave at the rate of 50% in addition to what they are eligible for in respect of that period;

(iii) be given priority to take their earned Vacation Leave on their return to Mauritius at the end of their tour of service in these islands; and

(iv) be eligible for one free passage for himself, his spouse and up to three dependent children below the age of 21 and rent-free Government quarters.

19.20 We further recommend that any period that a Mauritian public officer serves in Agalega or St. Brandon should be reckoned as pensionable service at the rate of two times.

Rodriguan Police Officers posted to Mauritius

19.21 A Disturbance Allowance equivalent to 25% of monthly salary is presently payable to Rodriguan Police Officers who are posted on a tour of service to Mauritius for operational requirements. They are also entitled to free passages for themselves, their spouse and up to three dependent children below the age of 21, subject to certain conditions. As the posting of these officers to Mauritius is an ongoing feature, the specific provisions related thereto are being maintained.

Recommendation 7

19.22 We recommend that a Rodriguan Police Officer posted on a tour of service in Mauritius should:

(a) be paid a Disturbance Allowance equivalent to 25% of his monthly salary; and

(b) be eligible for:

(i) one free passage, to and from Mauritius, for himself, his spouse and up to three dependent children below the age of 21;

(ii) two additional free tickets to Rodrigues if he is married, in case the tour of service is extended for another 12 months; and

(iii) one additional free return ticket to Rodrigues if he is single, in case the tour of service is extended for another 12 months.

Allowance to Rodriguan Officers coming to Mauritius on Training

19.23 Rodriguan officers who come to Mauritius for training, are entitled to a monthly allowance equivalent to 50% of their salary for the duration of the course. This allowance is intended to help them meet additional expenses and maintain a reasonable standard of living. They are also provided with rent-free quarters. Where these are not available, a monthly allowance is paid to assist them in meeting rental costs. We are reiterating the present arrangements, while revising the quantum of the allowance.

Recommendation 8

19.24 We recommend that officers domiciled in Rodrigues and coming to Mauritius for training should be paid:

(i) an allowance equivalent to 50% of the monthly salary for the duration of the course and provided with rent-free quarters; and

(ii) a monthly allowance of Rs 3185 as an assistance towards payment of rent in the event they cannot be provided with quarters.



20. IMPLEMENTATION PROCESS AND POST REVIEW MECHANISM

20.1 The purpose of this Chapter is to come up with appropriate guidelines and provisions to ease the implementation of the recommendations contained in the Report while ensuring that this process is carried out in a consistent manner across the Public Service. We also explain on the manner salaries should be converted as per the Master Salary Conversion Table in order to arrive at the revised ones.

20.2 The Bureau lays much emphasis on a proper and uniform implementation of our recommendations so that employees from all quarters are treated in the same manner and are not deprived of any benefits, whether partly or wholly. This fact has on several occasions been highlighted by Unions during consultations. In parallel, certain implementation issues have been thrashed out by the Standing Committee on Implementation of PRB Recommendations of the MPSAR.

20.3 We have also been apprised by Federations, Unions and staff side that there are some recommendations of the last or even previous Reports that have still not been implemented. With a view to taking effective cognisance of the recommendations concerned, surveys with respect thereto were carried out by the Bureau. The findings thereof are reported in the ensuing paragraphs.

Survey on Implementation of PRB Recommendations

20.4 Questionnaires in respect of two Surveys were administered to the Management of Ministries/Departments/Organisations in the Public Sector including the Rodrigues Regional Assembly, to identify any implementation issues resulting from our recommendations. The first one focused on impediments faced at the level of Management in implementing recommendations/provisions made in the 2021 PRB/Addendum Report. The second one concerned problems encountered with the implementation of the recommendations contained in Volume 1 of the last Report, that is, on Conditions of Service, addressed solely to the MPSAR.

20.5 A response rate of 62.4% was registered in respect of the first survey, whereas the MPSAR did not reply to the second one.

20.6 The findings of the survey revealed that most of the recommendations which could not be implemented across the Public Service relate to the creation of grades and review of schemes of service, owing mainly to:

(i) budgetary/financial constraints;

(ii) lack of qualified candidates from the market to fill posts;

(iii) recruitment problems;

(iv) shortage of staff; and

(v) delay in prescribing/reviewing of schemes of service, among others.

20.7 Very few cases were referred to the Standing Committee on Implementation of PRB Recommendations at the level of the MPSAR, where some could be addressed. No major issue cropped up as a result of our recommendations. Minor problems were identified and examined at our level. As far as possible, they have been addressed by the Bureau in this Report.

20.8 Based on the findings of the Survey, we hold that the authorities concerned with the implementation of PRB recommendations should act in a prompt and diligent manner, within the set time frame in connection therewith. Concurrently, they should ensure that established procedures and recommended guidelines are adhered to, while dealing with implementation problems. We are reiterating that the non-implementation of recommendations defeats their very purpose and may cause prejudice to employees concerned

Acceptation of the Report/Option

20.9 As a post review activity, the MPSAR is responsible to issue an Option Form to all employees governed under the PRB's regime to obtain their written consent as to whether they accept the revised emoluments and Conditions of Service or not. We consider that this practice should continue to prevail. We are recommending accordingly.

Recommendation 1

20.10 We recommend that employees who are governed by the PRB's regime, should express their decision in writing as to whether they accept or not to be governed by the recommendations of this Report, through an Option Form issued by the MPSAR. Such option should be exercised within a delay of three months as from the date of the publication of this Report and deemed irrevocable.

20.11 We additionally recommend that:

(i) as the main implementing body, the MPSAR should continue to be responsible for the administration of the implementation of the Report;

(ii) employees who have expressly opted not to be governed by the revised salaries and Conditions of Service of this Report, should be paid the yearly Additional Remuneration also known as Cost-of-Living Allowance (COLA) or Salary Compensation, as decided by Government;

(iii) the acceptance of the revised emoluments and the terms and Conditions of Service contained in this Report implies that any issue related to emoluments or allowances, cannot be the subject of an

industrial dispute in accordance with the Employment Relations Act; and

(iv) employees who, following the 2008 PRB Report, opted for the revised salaries and Conditions of Service, but not for the contributory pension scheme, should be paid a monthly salary equivalent to 92% of their revised basic salaries. In such cases, their 2021 hypothetical salary should first be recomputed to its 100% equivalent, then converted in the Master Salary Conversion Table. The employees should then be paid 92% of this new/revised salary point.

Effective Date

20.12 The Report should be implemented as from **01 January 2026**, except for recommendations concerning creation of grades that should take effect as from a future date to be determined by the Standing Committee on Creation of Grades.

Conversion of Salaries

20.13 We provide hereunder detailed information on the correct manner salaries should be converted as per the Master Salary Conversion Table, which is placed as an Annex at the end of each Volume of the Report, to ensure a properly effected conversion exercise.

Master Salary Conversion Table

20.14 The revised salaries as per the Master Salary Conversion Table shall be applicable as from **01 January 2026**. The latter consists of three rows and multiple columns.

20.15 The functionality/meaning of each Row is defined hereunder:

(a) Row 1 indicates the basic salaries effective as from 01 January 2021 and payable up to 31 December 2025.

(b) Row 2 shows the gross salaries as at 31 December 2025, inclusive of the additional remuneration, known as salary compensation and the 5% interim allowance.

(c) Row 3 provides the revised basic salaries payable as from 01 January 2026. The Additional Remuneration payable as from 01 January 2026 has equally been integrated in the recommended revised salaries.

Conversion Exercise

20.16 The salary conversion exercise should be carried out as below:

(i) conversion to the revised salaries to Row 3 should be effected after the grant of the normal annual increment due to eligible officers on 01 January 2026. In the event no increment is due, salary should be converted directly to Row 3. Eligibility for the annual increment is subject to the top of the salary scale and criteria set under the Performance Management System.

(ii) where the converted salary of an officer is less than the initial salary recommended for his grade, then he should draw the recommended initial salary of the grade.

(iii) officers drawing the top salary as at 31 December 2025 whose salary scale has been extended on top should draw the converted salary as per Row 3 for year 2026 and for subsequent year(s) move along their extended salary scale.

(iv) where more than two different salary points convert to the initial of a recommended salary scale, the first two salary points should convert to the initial salary, the two subsequent salary points should convert to the second salary point and so on and so forth.

(v) officers, including part-time employees, who have been granted flat salaries in this Report and where conversion is not provided in the Master Salary Conversion Table, shall convert to the recommended flat salary for the grade, as provided in the salary schedule of their respective Ministry/Department/Organisation.

(vi) where the salary of an officer which, by virtue of Long Service Increment or a specific recommendation, was higher than the top of his salary scale as at 31 December 2025, same should convert directly to Row 3 of the Master Salary Conversion Table.

(vii) the MPSAR should officially seek the advice of the Bureau regarding conversion of the salary of an officer who has benefitted from the first or both increment(s) for Long Service Increment and whose salary scale has been extended on top with this Report.

(viii) a minimum increase of Rs 1000 is being guaranteed at the lower level so that where the salary of a full-time employee who, after excluding Additional Remuneration or Cost-of-Living Allowance (COLA) and normal increment, works out to an increase of less than Rs 1000, he should be paid a monthly allowance to bring the increase to Rs 1000.

(ix) eligibility for the matter 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.

(x) for Trainee grades, an incumbent in post as at 31 December 2025 whose converted salary does not fall within his salary scale, should retain the converted salary on a personal basis, provided this salary is higher. Should the converted salary be lower than the recommended salary scale, the provision at paragraph 20.16(ii) should apply. Thereafter, the incumbent should be allowed to move incrementally in the Master Salary Scale by the corresponding remaining number of salary points.

Allowances

20.17 Employees of the Public Service are eligible for the payment of various types of allowances, some of which have been recommended in the Report itself, while others determined in-between reviews by the Bureau, following requests submitted by different Ministries/Departments/Organisations, through the MPSAR. It is incumbent on the latter to process such requests after obtention of all relevant information, prior to submitting same to the Bureau for examination and determination of the quantum of the allowance. **In so doing, the Bureau ensures that consistency prevails in arriving at the quantum payable.**

20.18 As is the case with a new PRB Report, the recommendations contained in the previous one become obsolete, including salaries/salary scales and the quantum of allowances. In the same vein, the authorities for payment of such allowances also lapse as from the date the new Report becomes effective.

20.19 We provide below certain guidelines and course of action to be adopted with respect to allowances or requests relating thereto:

(i) As from 01 January 2026, authorities for payment of all allowances should lapse.

(ii) The quantum/rate payable in respect of existing allowances appearing in the last Report has, in most cases, been revised. These new quanta/rates should be applicable as from the effective date of this Report, that is 01 January 2026, unless stated otherwise.

(iii) Allowances not provided in the Report but which are still relevant/valid, should be submitted to the Bureau by the respective Ministry/Department/Organisation, through the MPSAR, for revision purpose.

20.20 With a view to avoiding any inconsistencies in the payment of allowances, we reiterate that all requests pertaining thereto should be submitted to the MPSAR for processing and onward transmission to the Bureau for examination and determination of the quantum thereof.

20.21 The MPSAR should, prior to forwarding the requests to the Bureau, ensure that it submits along its views and all relevant information, to avoid unnecessary delays in processing same.

Implementation Costs

20.22 Implementation, at one go, of recommendations made in this Report, inclusive of additional remuneration and the interim allowance of 5% integrated in salary, is estimated to cost Government around Rs 10.9 billion yearly. Given the huge financial outlay, it would be desirable that appropriate saving schemes be evolved to mop up excess liquidity in the economy.

Guidelines for an Effective Implementation of the Recommendations

20.23 We are, hereunder, providing some useful measures/guidelines that should be followed by our stakeholders for a proper implementation of our recommendations, further to the publication of the Report:

(a) The Bureau shall after the publication of this Report maintain for a period of three months a special Cell to assist any concerned parties including employees or union representative on any problem arising out of interpretation and/or implementation of this Report.

(b) Subsequently, within nine months from the date of publication of the Report, all genuine cases of omissions and errors as well as those requiring clarifications would be compiled as an addendum to this Report and made available on the Bureau's website. The Addendum to this Report should be read in conjunction with the main Report.

(c) **Except for salary revision**, implementation issues that require major changes or that depart or diverge from the main recommendations, should be submitted to the High Powered Committee, chaired by the Secretary to Cabinet and Head of the Civil Service, for consideration.

(d) Matters relating to Salaries and Allowances may be referred through established procedures to the Bureau for consideration, even after the publication of the 2026 Report.

(e) The seniormost officer of the HR Cadre in the Ministry/Department/ Organisation should continue to be responsible to oversee and monitor the implementation of the recommendations of this Report.

20.24 The recommendations contained in the Report including those relating to Organisation Structure and Conditions of Service should be implemented

within a period of up to 18 months. Therefore, the MPSAR and its staff as well as HR Personnel across the Public Sector should ensure that this exercise is carried out diligently.

Standing Committee on Implementation of PRB Recommendations

20.25 Pursuant to various representations made with respect to non-implementation or inconsistent implementation of our recommendations, we recommended as a novel approach in the last Report, for the setting up of the Standing Committee on Implementation of PRB Recommendations, at the level of the MPSAR to look into such issues, among others. The Committee is meant as a mechanism to thrash out issues regarding a misunderstanding or misinterpretation of a recommendation. It is also mandated to scrutinise the recommendations which have not been implemented and the reasons thereof. However, we have been apprised that only problems which have been reported to the MPSAR have been examined. Since its setting up, the Committee met on several occasions and around 41 cases have been examined and as far as possible thrashed out.

20.26 Since this mechanism has proved fruitful, it is being maintained.

Recommendation 2

20.27 We recommend that the Standing Committee on Implementation of PRB Recommendations set up at the level of the Ministry of Public Service, and Administrative Reforms under the Chairmanship of the Secretary for Public Service, and comprising representatives of the Prime Minister's Office, Ministry of Finance, Pay Research Bureau and the Ministry/Department/Organisation concerned should:

(i) at regular intervals scrutinise recommendations which have not yet been implemented within the moratorium of 18 months provided at paragraph 20.23; and

(ii) continue to examine all such cases identified or submitted by Ministries/Departments/ Organisations concerning non-implementation/ misunderstanding/ misinterpretation of recommendations and ensure consistency in the implementation of all recommendations of this Report across the Public Service.

Consistency in the Implementation of Recommendations

20.28 The Bureau is again for this review stressing on the fact that recommendations of the PRB Report should be implemented in a **fair, uniform and consistent** manner across the Public Service. **We, therefore, anew urge HR personnel of Ministries/Departments/Organisations that where ambiguities or uncertainties crop up in the implementation of any of our recommendations, the matter should be referred to the MPSAR promptly for consideration, in the first instance. In the event same cannot be resolved at the latter's level, then the case should be referred to the**

Standing Committee on Implementation of PRB Recommendations for consideration.

20.29 Against this backdrop, we deem it relevant to reiterate the guidelines provided in the last Report, to ensure consistency in the application of our recommendations:

(i) clarifications may be sought from the Bureau for a proper interpretation, whenever required;

(ii) Ministries/Departments/Organisations should seek the advice of the MPSAR in case of any problem/doubt encountered in the implementation process of our recommendations;

(iii) the MPSAR may issue Circulars on a regular basis to keep their stakeholders updated on any decision taken with respect to implementation of a particular recommendation;

(iv) the MPSAR may also carry out working sessions or hold workshops with HR staff to thrash out any reported implementation issues;

(v) follow up should be carried out at reasonable intervals to ascertain that recommendations made in our Reports are being properly and diligently implemented. In this respect, the MPSAR may assign this task to a designated team of officers or set up a dedicated cell to carry out this task; and

(vi) HR staff should be acquainted with all the recommendations/ provisions made particularly regarding the different Conditions of Service. It is, therefore, imperative that they be rotated at fair intervals across the Civil Service or Units.

Application/Interpretation of the Report

20.30 Following the approval of the Report by Cabinet, it is the responsibility of the MPSAR to ensure its implementation in a consistent manner. Normally, appropriate guidelines and instructions are issued in that respect by the MPSAR to Ministries/Departments/Parastatal Bodies/ Local Authorities and Rodrigues Regional Assembly. At the same time, the Ministry should initiate relevant procedures in cases where recommendations made would entail new or revised legal provisions for an effective implementation thereof.

Genuine Omissions or Errors

20.31 Given the magnitude of such a review exercise and the relatively large size of our remit group, the Report may be subject to certain genuine omissions or errors. In the event of same, action would be taken promptly by way of letter, depending on the nature of the omission or error OR addressed in the Addendum to this Report. Such cases, if any, should be forwarded to the

Bureau, **through the MPSAR, within three months as from the date of approval of the Report.**

20.32 In the context of the Addendum to this Report, stakeholders should restrain from making representations already submitted in the context of this Report, the moreso same have already been examined and could not be acceded to for technical or some other valid reasons. Additionally, since the Addendum to this Report is meant to address genuine omissions or errors, new representations/proposals would not be considered/examined.

Relativities and Reforms

20.33 Apart from revising the salaries and Conditions of Service, among others, the Bureau also formulates new policies in respect thereof. These policies are framed after analysing issues in a holistic manner, from a total reward perspective and their implications on salary relativities and other reform initiatives. However, on some occasions, the MPSAR came up with policies on Conditions of Service having an impact on those recommended by the PRB without prior consultation with the Bureau. In these instances, established salary relativities/ remuneration package/hierarchy of benefits are distorted or disturbed giving rise to claims from various quarters.

20.34 In the above circumstances, the MPSAR is advised to consult the Bureau on any matter relating to Conditions of Service that would potentially have an impact on or alter its recommendations.

Amendments to Scheme of Service

20.35 Prior to arriving at the different recommendations particularly regarding salary, the Bureau also took into account, among others, the extent to which the job content and responsibilities have evolved. Often, this fact is simply overlooked in some quarters, particularly in the Parastatal Bodies whereby the latter bring amendments and approve schemes of service without following the established procedures, which include among others, seeking the Bureau's advice on any bearing on the salary grading.

20.36 Proposed amendments are normally examined at our level in an equitable manner by using the same methodology in the same framework, thereby ensuring consistency in the policies adopted by the Bureau. **Hence, the present practice of referring any scheme of service undergoing changes to the Bureau for determination should continue. We therefore reiterate that amendments should be validated by the Bureau prior to the prescription of the Scheme of Service.**



21. OTHER PERTINENT ISSUES AND RECOMMENDATIONS

21.1 This Chapter highlights our observations and recommendations on a few pertinent issues which are of a specific nature or which cut across the Public Sector and could not be accommodated under a particular Condition of Service or chapter. A few issues, however, do not strictly fall under the mandate of the Bureau but have still been reported as they are expected to facilitate understanding and/or the implementation of our recommendations or policies adopted in this Report.

21.2 A few observations made in our last Report have not been replicated. However, our views expressed thereat are still valid. Those which we consider should be mentioned anew for some reason, have been reproduced.

Specific Provisions for Employees with Disabilities

21.3 In past Reports, the Bureau has continuously improved the conditions of employees with disabilities through specific provisions made to their intent. These provisions exist with the aim to provide a safe and healthy environment, thereby improving their day-to-day life. **The existing conditions, as reproduced below, are being reiterated:**

(i) an annual entitlement of 12 days Casual Leave;

(ii) flexibility of 15 minutes daily to reach and leave office to those travelling by bus, subject to exigencies of service;

(iii) refund of bus fares to be based on the most practical route instead of the most economical one, when attending duty and back;

(iv) provision of a user-friendly work environment with the right office structures and amenities, which would allow an easier access to public buildings/work places;

(v) Government to continue to act as facilitator in providing employment opportunities to these employees; and

(vi) as far as possible, the employees concerned to be given priority of consideration to work from home under the Work From Home Scheme and/or be posted near their place of residence.

21.4 Moreover, in line with United Nations Convention, Management should ensure that handicapping barriers are removed to facilitate the integration and participation of employees with disabilities in the society and access to all available amenities and facilities.

Review of Salaries and Conditions of Employment by Private Consultants

21.5 In the last Report, we highlighted the technical problems and impediments encountered by the Bureau when public sector organisations under our purview have recourse to private consultants to conduct their overall review of salaries and conditions of employment and subsequently revert to us for their next overall review. The resulting consequences include unwarranted pay drifts/distortions; organisation structures and conditions of employment not obtainable in our framework; equity issues, among others.

21.6 In the above circumstances, the readjustment/realignment of salaries and Conditions of Service as per the Bureau's framework becomes a challenging, complex and difficult task, which is not always to the satisfaction of all employees. **The Bureau, therefore, reiterates that Ministries/Departments /Organisations should, to the extent possible, avoid resorting to such course of action. However, the tapping of services of private consultants may be allowed in specific cases/circumstances only, subject to approval of Government.**

Consultancy Services

21.7 The Bureau is mandated to review the pay and grading structures and conditions of employment and organisational structures in the Civil Service, Rodrigues Regional Assembly, Parastatal and Other Statutory Bodies, Local Authorities and the Private Secondary Schools.

21.8 On the other hand, the Public Procurement Act provides among others, for the procurement of consultancy services. The latter is defined as "*services of an intellectual and advisory nature, not incidental to the supply of goods or to the execution of works, such as design, supervision, training, analysis, auditing, software development, and similar services*", while a "consultant" means "*a person under contract to provide consultancy services to a public body in relation to a procurement contract*".

21.9 It is observed that the definition is vague and may cover various types of consultancy procurement including those relating to pay and grading structures and conditions of service. This issue was raised by certain Unions, fearing that it may lead to a distortion in either the salary, the grading structure or certain specific Conditions of Service, which will ultimately have a bearing on internal parity and external relativity in the Public Sector.

21.10 Such a practice, if resorted to, is considered to be inappropriate, as it allows an external party to encroach on the Bureau's mandate and consequently bring a distortion in salary relativities and in the hierarchy of benefits, as established by the PRB.

21.11 Given this is a matter of serious concern, there is need to address same by ensuring that such practice does not occur or recur.

21.12 In the circumstance, the MoF may consider amending the Act to exclude consultancies in relation to pay and grading structures, conditions of employment and organisational structures of organisations governed by the PRB's regime.

Personal Salaries

21.13 For this review exercise also, Unions highlighted that based on the principle of equal pay for work of equal value, it was not appropriate to provide "personal" and "future holder" salaries, the moreso, all officers in the grade are performing the same duties.

21.14 In the last Report, we provided the different bases upon which demarcation in the salary scales for a same grade is brought. These are being reiterated, as hereunder:

(a) the pattern of work, that is, normal working hours against working on shift, roster or staggered pattern of work or working on a part-time basis;

(b) where a salary is overgraded (out of line of adopted pay policy) and where it may have repercussion on grades within the Cadre or the Occupational Class by affecting internal relativity or across the Public Sector, hence impacting on external relativity;

(c) in case of a major restructuring involving a significant revamping of a cadre, whereby the salaries granted long time back no longer commensurate with the qualifications requirement and duties;

(d) in case of redeployment, where an officer is granted a personal higher salary in line with what he was drawing in his defunct organisation;

(e) in case of an organisation being made defunct and its functions are being taken over by a new or another entity, the salary scales of the grades obtainable at the defunct institution are placed on a personal basis, until same are established in the new organisation; and

(f) to safeguard the promotion path of officers in their cadre, as obtained at a particular point in time, following a re-engineering exercise.

Grant of Increment as per Memorandum of Understanding

21.15 In the wake of a major restructuring exercise, an organisation may become defunct and its functions are taken by another entity(ies), with an enlarged or specific mandate e.g that of the ex-Tertiary Education Commission being taken over by the Quality Assurance Authority and Higher Education Commission or the establishment of the Mauritius Cane Industry Authority, which took over the functions of six ex- Service Providing Institutions.

21.16 In such cases, the employees at the defunct organisation(s) are transferred on the Permanent and Pensionable Establishment of the new organisation(s), for those who opted so, and integrated in appropriate grades thereat. In addition to their integration in the new organisation, these employees are entitled to additional increment(s) as provided in a Memorandum of Understanding between the staff and the Ministry concerned.

21.17 We, however, observed that even where there was no need for additional increment, same has been granted. We consider that there may be no justification for additional increment where no major change is concerned, particularly when the duties/responsibilities to be devolved upon incumbents in the new organisation remain the same. We further observe that at times, the number of increments granted was inappropriate or the approach adopted to grant same was not in order.

21.18 Moreover, it has happened that some employees who were already drawing top salary, have been granted movement in the Master Salary Scale, that is, beyond the top of their salary scale. Such course of action has in turn led to further problems relating to the implementation of certain of our recommendations.

21.19 Given the foregoing, the Bureau holds that the Ministry concerned should examine all the equity implications first before considering the grant of additional increments and should in no case grant increment beyond the top salary of a grade.

Non-Obtention of Additional Information

21.20 In some cases, during the analysis stage, additional vital information is needed to enable a proper/thorough assessment of certain proposals. Despite our earnest effort and several reminders, we did not obtain the requested information. Resultantly, we could not proceed further and had no other choice than to set aside the proposals. The Bureau, therefore, assumes no responsibility for any errors or omissions in this context.

Filling of Certain Top Positions

21.21 For the last review, we emphasised on the need for Management to stand guided by the recommendations made in our Reports regarding the mode of appointment and tenure of certain top positions while filling same. We deem it relevant to reiterate that the **"Recommendations contained in our Reports are approved by the Cabinet and any derogation therefrom should obtain the prior approval of the High Powered Committee. Consequently, the relevant authorities involved in the process of filling vacancies in these positions should take into consideration our recommendations."**

Harmonious Industrial Relations

21.22 The Bureau highlighted in the last Report the importance of maintaining harmonious industrial relations among Management, Unions and other relevant stakeholders to foster a conducive work environment and ensuring smooth conduct of activities.

21.23 In the context of this Report, we have been apprised that strained relationship continues to exist between Management/Unions/Federations/other stakeholders in some quarters. Consequently, this leads to problems, including implementation issues, which in a few cases have resulted in industrial disputes. **In the light of these circumstances, we reiterate that stakeholders concerned should devise appropriate ways and means to instil a culture of maintaining sound industrial relations, which ultimately would benefit all parties. Indicatively, the stakeholders concerned may consider collaborative approaches such as holding meetings on agreed interval basis to thrash out issues that may arise.**

21.24 We also hold that the Desk Officer Concept as per Circular Letter No. 37 of 2020, calling for the designation of an appropriate officer in each Ministry/Department/Organisation to act as Desk Officer, should be used optimally. This mechanism may promote harmonious industrial relations at the workplace among different stakeholders.

Hospitality Allowance

21.25 Officers of the level of Permanent Secretary and above are eligible for the payment of a monthly allowance of Rs 7500 to meet hospitality-related expenses, as they are called upon to receive/entertain high officials and reciprocate invitations received as part of their official functions/duties. The quantum of the allowance is being revised.

Recommendation 1

21.26 We recommend that the Hospitality Allowance payable monthly to officers of the level of Permanent Secretary and above be revised to Rs 8625.

Force Majeure/Public Emergency

21.27 Recommendations on *Force Majeure*/Public Emergency were introduced in the last Report due to the devastating effects of the sudden health crisis resulting from the Covid-19 Pandemic and accompanying lockdowns. These were provided to ensure business continuity in such periods and to allow Government to exceptionally reconsider, after consultation with Federations, terms and Conditions of Service, mainly those having a significant incidence on public finance.

21.28 Since events which are beyond the reasonable control and contemplation of Government may occur, especially with climate change, it is deemed rational for the existing recommendations to continue to prevail, save for employees forming part of the essential services, who are required to perform their normal duties daily, despite a *force majeure*/public emergency. We are, therefore, reproducing these provisions.

Recommendation 2

21.29 We recommend that in case of *force majeure*/public emergency, except for the payment of the monthly salary, Government may, after consultation with the representatives of Federations, temporarily and exceptionally reconsider certain terms and Conditions of Service (for example, passage benefit, travelling, leave etc.) for employees concerned, drawing a basic salary of Rs 39140 and above, for such periods deemed reasonable.

21.30 We further recommend that the above-mentioned provision should not apply to employees of the essential services, as categorised by Government.

21.31 For the purpose of implementation of the above recommendation, an event of *force majeure*/public emergency is deemed to mean an unforeseen and unavoidable event beyond the reasonable control and contemplation of Government such as natural disasters, acts of God, pandemics or other extraordinary circumstances of the like.

Pension Scheme for New Entrants

21.32 As from 01 January 2013, Public Officers joining the service are governed by a Defined Contribution Pension Scheme, in contrast to a Defined Benefit Scheme, applicable to those who were in service as at 31 December 2012. Officers concerned with the Defined Contribution Pension Scheme are, however, not provided information in that respect, namely regarding the mode of computation to arrive at any lump sum or monthly pension that they would be entitled to at the time of and during their retirement.

21.33 Considering that pension benefit is a major positive and attractive element in the Public Service, compared to what obtains in the private sector, we hold that newcomers in the Service should be clearly informed/explained about the Total Remuneration Package obtainable in the Public Sector, including the features of a Defined Contribution Pension Scheme. **The MPSAR should therefore ensure that this step is effectively followed, so that during their induction courses, new entrants are made aware of all their benefits, prior to their confirmation in the service.**

Fostering Scientific Research

21.34 In line with Government's objective to support research initiatives, including in the scientific field, the Bureau has come up with a few policies to improve conditions in some specific areas, namely where duties and research in the scientific field are concerned. These comprise the grant of an allowance and special leave to enable officers to keep abreast of latest development in their respective scientific field; provision of a higher entry point for a few grades where passes in science subjects are required, which may also act as an incentive to encourage those who have studied science subjects at secondary level to join the Public Service; and advising Management to review upward the qualifications requirement of some grades with core duties of conducting research in the scientific (health) field, to a Masters' Degree.

Registered Professionals

21.35 In certain instances, the Bureau has made reference in this Report to Registered Professionals. In our framework, this category of officers is by virtue of their occupation/profession, required, among others, to be registered with a recognised professional body and undergo pre-registration training for at least 12 months. However, employees who are required to be registered with the Allied Health Professionals Council (AHPC) or Nursing Council are exclusive of this cluster.

Women Employees

21.36 With the rapid societal changes, more and more women are entering the labour market. Alongside they have to cater for the needs of their family, including taking care of children and at times elderly parents also. In a bid to provide them the right work-life balance, the Bureau has provided some enhanced leave benefit to them particularly pre and post confinement. Moreover, at least three months before their confinement, they may not be required to perform extra hours or night shifts or duties that involve continuous standing so as to provide them safe and comfortable working conditions.

21.37 For this Report, we are further enhancing the condition of women employees in the above state by allowing them to arrive and leave early their workplace subject to exigencies of service.

Recommendation 3

21.38 We recommend that pregnant women employees may be allowed a flexibility of 15 minutes daily over and above their normal eligibility, to reach and leave office/site of work as from at least three months before their confinement, subject to exigencies of service and approval of the Responsible Officer.

Enhancing Workplace Discipline

21.39 Employees at the workplace are continuously being subject to various challenges resulting from both internal and external factors, and are being called upon to cope with these challenges, including an effective time Management, working under pressure in different work situations, ability to tackle effectively several issues at a time, among others.

21.40 In the above circumstances, they are equally required to behave sensibly and safely in a disciplined manner. According to research, workplace discipline is important for, *inter alia*: maintaining order; optimising performance; facilitating communication; encouraging positive behaviour; improving efficiency; boosting accountability; and enhancing professionalism.

21.41 Given that a high level of discipline influences organisational performance leading to positive service delivery outcomes, it becomes vital to manage discipline in the Public Service. One way is to promote ethics and core values. Disregard for ethics and integrity gives the perception that public officers are not sensitive to safeguarding public funds. In this perspective, the MPSAR should consider reviewing and updating the existing Code of Conduct of Public Officers to clearly define expected behaviours and ethical standards while focusing on the core values of integrity, impartiality and objectivity, accountability and service, among others. Necessary measures should also be taken to ensure compliance with the set norms and standards.

Allowance for Working on Shift/Roster on Sundays

Refund of Bus Fares

21.42 Two issues emanating from administrative decisions have been forwarded by the Ministry of Public Service and Administrative Reforms (MPSAR) and the Ministry of Finance (MoF) for consideration in the Report. These concern the payment of allowances to officers working on shift/roster on Sundays and refund of bus fares to public officers benefitting from free travel.

21.43 The MoF argues that the measures in their present form are inappropriate as they constitute policy inconsistencies which are leading to excessive Government expenditure and adversely impacting on the National Budget, thereby preventing the effective allocation of public funds. The MPSAR on its part asserts that there is a major discrepancy in the implementation of the decision to grant double pay to officers working on shift/roster as they are benefitting from three days' pay instead of double pay for work performed on Sundays. Both the MPSAR and the MoF are in accord on the need to strictly stick to the original intention of double pay for work performed on Sundays. The Bureau has therefore been requested to:

(i) address the perceived misinterpretation of the original intent of the double pay for work performed on Sundays; and

(ii) look into the issue of refund of bus fare for those who benefit from free travel and come up with appropriate recommendations.

21.44 At the very outset, it should be pointed out that consultations could not be held with relevant stakeholders and competent authorities with regard to these two issues as the Report was nearing completion when the requests were made. Moreover, since they relate to Conditions of Service, prior discussion with Federations should have taken place in accordance with the consultative approach adopted in the context of an overall review exercise.

21.45 It should be noted that the original intention referred to in the request is not known to us. Hence, the authorities issuing the Circulars, should, in the first instance, bring relevant clarifications thereto. In view of the absence of consultation with relevant parties due to time constraint, coupled with the inability to interpret the correct intent of the measures concerned, it may not be appropriate for the Bureau to pronounce on the issue or to address the matter by way of recommendations as suggested.

21.46 We are nevertheless, providing for a mechanism that would enable the relevant authorities to thrash out issues in all fairness and transparency. Meanwhile, since the MoF showed concern about the huge financial implications of these two measures on public finance, payment may be temporarily stalled pending a decision is taken.

Recommendation 4

21.47 We recommend that:

(i) in both cases, a Consultative Committee be set up under the Chairmanship of the Secretary for Public Service and comprising representatives of the Ministry of Finance and Management of Ministries/Departments concerned to assess whether the measures are appropriate, necessary and not excessive and come up with recommendations having regard to, among others, the intent of Government, the impact on the national budget and effective allocation of funds, and fairness in relation to other employees in the Public Service; and

(ii) the proposed recommendations be submitted to the High Powered Committee for approval.

21.48 The MPSAR may also consider consulting other stakeholders, if deemed relevant.

21.49 We also recommend that payment of the allowances be stalled pending the outcome of the Consultative Committee.

