

20. IMPLEMENTATION PROCESS AND POST REVIEW MECHANISM

- 20.1. The main objective of this chapter is to ensure successful and consistent implementation of our recommendations and at the same time set the scene for the way forward.
- 20.2. The underlying philosophy of this Report is to facilitate service delivery, rendering it more effective so that it is responsive to present day needs and challenges. However, for the objectives of the Report to be met, one of the tenets would be a consistent application of recommendations of the Report by our stakeholders across the public sector through a well-established road map. To this end, we are providing a series of fundamental guidelines in this chapter.
- 20.3. Salary adjustments and reviews of organisation structure when effected in a piecemeal manner, certainly impact on the existing relativity, which is considered of utmost importance by Staff, Unions and Federations alike. In view of the importance attached to relativity, distortion of any kind should be avoided. Consequently, this Report should be treated as an organic whole given that the recommendations contained therein are inextricably intertwined.
- 20.4. Along the same lines, it is worth noting that when Ministries/Departments/Organisations create a grade on their establishment, they submit all necessary information through the proper channel, as established in our Customer Charter, for the Bureau to determine the salary thereof. In case all criteria are met, the Bureau sets the salary and communicates same to the stakeholder as per established practice. However, when information submitted is incomplete or inappropriate, we seek additional information and subsequently determine the salary. When justifications provided do not meet set criteria, the request is not acceded to. At times, meetings are also held to thrash out issues, following which we take considered decisions.
- 20.5. In certain instances, it has been observed that some organisations, instead of following the established procedure, create grades through the annual budget exercise. As the Budget is approved by the National Assembly, these organisations rely on this fact to deprive the Bureau the opportunity to seek clarifications and hold a dissenting view. In the circumstance, we have no other choice than to provide the salary grading though it may have repercussion within the cadre, the class or even across the public sector.
- 20.6. We consider this practice inappropriate, particularly, in view of the distortion in relativity that it may create. Our stakeholders then refer to these examples to claim for parity of treatment though they are not in accordance with the established rules, but are mere exceptions. Thus, we take a concerned note of this situation and **urge all Ministries/Departments/Organisations to follow the normal procedure as established in this Report.**

- 20.7. The Bureau, therefore, draws attention on the fact that it will provide salary grading only to those grades which have satisfied the technical requirements for the creation of grades as approved by the Standing Committee on the Creation of Grades.**

Applicability System of Recommendations

- 20.8. For previous reports, applicability of the recommendations contained therein has been based on the decision of employees exercised through an option form issued by the MPSAIR. This involved use/collection of more than 80000 forms in multiple copies and considerable administrative work falling upon officers of the Human Resource Management Cadre and General Services grades together with undue delay in the implementation of the Report. Furthermore, the Bureau has been informed that, generally, only a few employees do not opt for the Report.
- 20.9. In a bid not to delay the implementation of this Report and reduce public expenditure, both in terms of logistics and human resources, especially in the present context of the new world economic and sanitary order, the Bureau is recommending an alternative method of capturing the same information.

Recommendation 1

- 20.10. We recommend that the provisions of this Report should be applicable for all Public Sector employees working in organisations falling under the purview of the Bureau, who shall be deemed to have exercised an irrevocable option to be governed by the recommendations made in this Report. Those who do not wish to be governed by the recommendations of this Report should express their final irrevocable decision, in writing, to the MPSAIR within a period of three months from the date of publication of the Report. Such employees would not be eligible for the revised salary, benefits and related allowances, interim or otherwise, as from the effective date of implementation of this Report.**
- 20.11. We also recommend that:**
- (i) since option is a post review activity, the MPSAIR should continue to be responsible for the administration of the implementation of the Report;**
 - (ii) all employees who have, in writing, expressed their decision not to opt for the salaries and conditions of service recommended in this Report, should be granted the annual Additional Remuneration, commonly known as Salary Compensation, as per Government decision;**
 - (iii) employees who are deemed to have exercised an option for the revised emoluments and conditions of service recommended in this Report cannot consider any related emolument or allowance to be the subject of an industrial dispute, as stipulated in the Employment Relations Act; and**
 - (iv) for employees who, in the wake of the 2008 PRB Report, opted for the revised salaries and conditions of service but did not opt for the contributory pension scheme, their 2016 hypothetical salary (100%)**

should, first of all be converted in the Master Salary Conversion Table, following which they should be granted 92% of the converted salary.

Effective Date

- 20.12. The date of implementation of this Report is **01 January 2021**, in line with PRB 2016 recommendation and after consultations with Government.
- 20.13. The world economy has been severely impacted by the COVID-19 Pandemic from a weak and fragile situation to one of the worst-hit for decades. The Mauritian economy has not been spared and we indeed have great challenges ahead. This Report has been carried out against this backdrop and within the limits of national affordability and social acceptability.
- 20.14. Consequently, the implementation of the recommendations concerning emoluments is being phased over two years. Payment would, therefore, be staged as follows: from 01 January 2021 to 31 December 2021, the salary increases in excess of Rs 1000 would be effected at the discounted rate of 75%. Thereafter, with effect from 01 January 2022, payment would be effected in full. Our conversion table has, in principle, been worked out on this basis.
- 20.15. The gross additional annual financial implications on account of implementation of the recommendations contained in this Report, at one go, would be around Rs 4.3 billion. To reflect the difficult financial situation and falling pay in the private sector and also to ensure that the public sector is seen to be sharing the economic burden of COVID-19, we have gone for a fair and equitable pay review implemented in stages in the interest of all parties. With the phasing of the Report, the implementation costs for the year 2021 are estimated at around Rs 3.3 billion.
- 20.16. Generally, allowances have been reviewed. The different provisions are hereunder described: -
- (i) The implementation date for all allowances would be **01 January 2021**.
 - (ii) For the year 2021, conditions of service which are linked to salary (for example Passage Benefits, Overtime rate per hour, Salary on Promotion, Acting and Responsibility allowances, etc) should be computed on the basis of the converted basic salary as per Row 3 of the Master Salary Conversion Table.
 - (iii) Where the revised allowances are lower than what incumbents were drawing prior to the Report, they should retain the quantum of their previous allowances on a personal basis.
 - (iv) Eligibility to benefits linked to conditions of service (for example travelling allowances, passage benefits, overtime, etc) should be determined on the basis of the converted salary implementable as from 01 January 2022, as per Row 4.

Conversion

20.17. (i) The Master Salary Conversion Table is placed at the Annex of each volume of this Report and it is implementable as from 01 January 2021. For the sake of convenience and to facilitate implementation, the conversion effective as from 01 January 2022 has also been included in the conversion table. To ensure that the conversion exercise is properly effected, we are hereunder providing adequate information that would facilitate the understanding and interpretation of the data contained in the conversion table which comprises four rows and several columns.

(a) Row 1 provides the basic salary effective as from 01 January 2016 and payable as at 31 December 2020.

(b) Row 2 indicates the gross salaries as at 31 December 2020 which are arrived at by adding to the basic salaries, the corresponding Additional Remuneration commonly known as Salary Compensation.

(c) The salaries at Row 3 are the discounted converted basic salaries and are payable as from the effective date of this Report, that is, 01 January 2021.

(d) In Row 4, the cells contain the converted basic salaries in full, which are effective as from 01 January 2022.

(ii) Officers in post as at 31.12.2020 should, in the first instance, be granted the normal annual increment due. Thereafter the salaries should be converted to Row 3 for the 2021 salaries. The salary of officers who joined as from 01.01.2021 should convert directly to the salary indicated in Row 3. Thereafter, as from 01 January 2022, incumbents should move anew incrementally in their scale, then convert to salaries indicated in Row 4. However, the provision to move is subject to the top of the salary scale and the criteria imposed under the Performance Management System.

Officers who have joined as from 01 January 2021 up to the eve of publication of this Report should draw the converted salary of the salary point they are actually drawing on a personal basis.

(iii) Officers drawing the top salary as at 31.12.2020 whose salary scale has been extended on top, should, for year 2021, draw the converted salary as per Row 3 and move in the salary scale as from 2022 and then draw the converted salary as per Row 4.

(iv) When the converted salary of an officer is lower than the initial salary recommended for the grade, the latter should draw the initial salary.

(v) On the basis of principles set at (iv) above, in circumstance, where more than two different salaries would convert to the initial of a recommended salary scale, the first two salaries should convert to the

initial salary point, the two subsequent salaries should convert to the second salary point and so on and so forth.

- (vi) The salary of officers which, by virtue of Long Service Increment or movement in salary scale in pursuance of a specific recommendation, was already higher than the top salary of their scale as at 31 December 2020 should convert in accordance with the Master Salary Conversion Table.
- (vii) Officers, other than 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 be eligible to a salary which should be computed according to the formula below:

$$A = B + (0.75 \times C)$$

where

A is the Discounted salary with effect from 01 January 2021

B is the Gross Salary as at December 2020 + Rs 1000 Interim increase

C is the Converted Salary as at January 2022 less B

As from 01 January 2022, they would draw their normal flat salary.

- (viii) For officers who have drawn the first increment under LSI or both increments and whose salary scale has been extended on top, the MPSAIR should write to the Bureau for appropriate implementation procedure.
- (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.

20.18. The retirement benefits of officers who have retired/shall retire during the period 01 January 2021 to 31 December 2021 should, except for the commuted lump sum, be computed on the basis of the converted salaries effective from 01 January 2021. Exceptionally, the commuted lump sum of the officers concerned should be computed on the converted salaries of 01 January 2022 as provided in Row 4 of the Master Salary Conversion Table.

20.19. For Trainee grades, an incumbent in post as at the eve of publication of the 2021 Report whose converted salary does not fall within his/her 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 20.17 (iv) should apply. Thereafter, the incumbent should be allowed to move incrementally in the Master Salary Scale by the corresponding remaining number of salary points.

Remuneration for Part Time Workers

- 20.20. While determining the revised salaries for employees in part time positions, the Bureau took into account, among others, that incumbents in almost all quarters have been paid the full amount of the interim allowance of Rs 1000 monthly, since January 2020 as approved by the Ministry of Finance, Economic Planning and Development. We consider this increase to be disproportionate vis-à-vis employees working on a full time basis.
- 20.21. **As a result, we have brought necessary adjustments, based on the actual number of working hours, prior to arriving at the recommended rates. In so doing, the remuneration drawn by certain incumbents prior to the Report becoming effective, may prove to be higher than that recommended in this Report. In such cases, the incumbents should continue to draw the difference between what they are actually drawing and the revised salary as an allowance. This allowance should erode with the subsequent grant of salary compensation.**

Allowances

- 20.22. A wide variety of allowances is payable to public officers, some of which are provided for in the Report itself while others are granted on an *ad hoc* basis. **The MPSAIR, upon request for allowances from a Ministry/Department/Organisation, should process same and submit to the Bureau for determination of the allowance.**
- 20.23. On certain occasions, it has been observed that **the quantum of allowance has not been determined by the Bureau.** This is viewed with deep concern inasmuch as the methodology used is not necessarily in line with that of the Bureau for the conduct of such an exercise. Consequently, the outcome also is different, resulting in many of our stakeholders questioning certain inconsistencies. **So, it is imperative that requests for allowances be submitted to the Bureau for determination, with a view to ensuring consistency.**
- 20.24. As from the effective date of this Report, all salary scales as well as recommendations contained in the 2016 Report would become obsolete, so would the authorities in pursuance of which the allowances are paid. In the wake of this Report, provision for allowances as well as the procedure thereto related are elaborated in the ensuing paragraphs:
- (i) **Authority for all allowances should lapse on the date of the publication of this Report.**
 - (ii) **Provision for certain allowances have been made and existing allowances have been, as far as possible, revised and included in the Chapter of the relevant Ministry/ Department/Organisation, in this Report.**
 - (iii) **For allowances not covered by the Report but which are considered to be still relevant, the Ministry/Department/Organisation should submit their request for revision of same to the Bureau, through the MPSAIR.**

- (iv) **All requests concerning payment of allowances should be submitted to the MPSAIR for processing, following which, the latter will channel the processed requests to the Bureau together with its views and comments and eventually the Bureau shall determine the allowances.**

Long Service Increment

- 20.25. Granting additional increments under Long Service Increment (LSI) is fundamentally a provision meant to enhance earnings of those employees in grades/cadres where opportunities to climb to the next level are quite stringent or where such possibilities do not exist at all. This measure has proved to be quite useful and popular as well.
- 20.26. The present provisions governing this recommendation are that eligibility thereto is open to all grades, save entry grades or promotional entry grades requiring a degree and grades to which is attached a salary scale the maximum of which is not less than Rs 62950. Eligibility also includes the satisfying of the following conditions by applicants:
- (i) reckoning 24 years' service in a single grade; and
 - (ii) stagnating in the top of the revised salary scale for two years.
- 20.27. Implementation was made in accordance with a circular issued, based on the recommendation. Representations were received from Unions and Federations that the implementation of this recommendation is causing prejudice to certain employees and should, therefore, be reviewed. Consequently, we are making appropriate provisions which should be implemented **strictly in accordance with the recommendations.**
- 20.28. **All grades, other than entry grades or promotional entry grades requiring a degree and grades drawing salary in a scale the maximum of which is not less than Rs 69800 and above, would be eligible for LSI, subject to satisfying all the conditions, as explained in the ensuing paragraphs:**
- (i) **An officer would be eligible for the first increment of LSI that is movement by one increment to be read from the Master Salary Scale, when he/she satisfies the following two conditions:**
 - (a) **he/she reckons 22 years' service in a single grade; and**
 - (b) **he/she has drawn the top of the salary scale for two years.**

Thereafter, a second and final increment in respect of LSI would be payable to him/her after another period of two years.
 - (ii) **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 for the implementation of paragraph (i) above.**
 - (iii) **For the implementation of paragraph (i) above, in the case an officer does not possess the required qualification to cross the Qualification Bar (QB) in**

a scale, the salary point immediately before the QB shall be deemed to be the top salary.

- (iv) For officers who have been re-deployed by virtue of a decision of Government, and required to perform similar duties under the same or different grade appellation, the aggregate number of years of service should be taken into consideration for the implementation of paragraph (i) above.**

Standing Committee on Implementation of PRB Recommendations

- 20.29. During the consultation exercises, many of our stakeholders pointed out that often provisions made in the Report are being misinterpreted or misunderstood by implementers thereby leading to strained industrial relations or at times even resulting in the loss of benefits to which employees were due or eligible. We were also apprised that occasionally, recommendations were being implemented in an inconsistent and non-uniform manner across organisations, thereby affecting officers in a few quarters.
- 20.30. In this regard, a Central Implementation and Monitoring Committee (CIMC) was set up under the Chairmanship of the MPSAIR in 2013, while the latter urged Ministries/Departments/Organisations to set up a Departmental Implementation and Monitoring Committee (DIMC) at their respective level, as a mechanism to address problems arising out of the implementation of our recommendations. These provisions were reiterated in our last Report, as the CIMC and DIMC were meant to act as effective tools in the implementation and monitoring of our recommendations. However, in the context of this Report, we have been apprised that many organisations have not set up a DIMC at their level though they were encountering difficulties in implementing our recommendations nor have they referred the matter to the CIMC for consideration. Alongside, Federations viewed that the CIMC was also not functioning as expected.
- 20.31. As a novel approach, the Bureau has, in the context of this Report, carried out a survey on recommendations made in the 2016 PRB/ Addendum Reports which have not been implemented. A summary of the survey findings is attached as an Annex at the end of this Chapter.
- 20.32. Considering the reported difficulties that have been encountered in the implementation of a few of our recommendations, we believe that there should be a mechanism to deal with these issues in a prompt manner. We are convinced that had the DIMC been set up as recommended by the Bureau and unresolved issues referred to the CIMC, the number of cases referred to the grievance handling institutions as the Conciliation Service at the MPSAIR, Commission for Conciliation and Mediation and Employment Relations Tribunal, among others, would have significantly decreased. As a replacement of the DIMC and CIMC, we are providing for another mechanism to deal with the foregoing issues.

Recommendation 2

20.33. We recommend the setting up of a Standing Committee on Implementation of PRB Recommendations at the level of the Ministry of Public Service, Administrative and Institutional Reforms, under the Chairmanship of the Secretary for Public Service, and comprising representatives of the Prime Minister's Office, Ministry of Finance, Economic Planning and Development, Pay Research Bureau and the Ministry/Department/Organisation concerned. The Standing Committee should, subsequent to the moratorium of 18 months provided for the implementation of this Report, proceed with a scrutiny of the recommendations not implemented so far. Thereafter, it should examine all such cases identified or submitted to it by Ministries/Departments/Organisations regarding non-implementation of recommendations made and ensure consistency across the public sector in the implementation of all recommendations of this Report.

Consistency in the Implementation of Recommendations

20.34. In connection with the preceding issue, we were equally apprised that in certain cases, Parastatal Bodies and their parent Ministry were implementing the same recommendation differently, while in a few others, the mode of implementation differed in the departments or zones or divisions of a same Ministry. In the same breath, we took note that the main implementing body of our recommendations adopted in a few cases, without prior consultation with the Bureau, a certain course of action which was inconsistent with the underlying philosophy of our provision. As a result, the recommendations were being applied inappropriately in the quarters concerned. We view this issue with much concern as an inconsistent implementation of our recommendations defeats the very purpose/rationale of their provision and is a major cause of bad precedents.

20.35. Against this backdrop, we consider that the MPSAIR as a privileged partner and pivotal implementing body, has a decisive role in ensuring that our recommendations are implemented in a fair, uniform and consistent manner across the public sector. In this respect, the Ministry may stand guided by the following with a view to addressing the problem under issue:

- (i) clarifications have to be sought from the Bureau when needed for a proper interpretation;
- (ii) circulars may be issued on a regular basis regarding the implementation of a particular recommendation;
- (iii) workshops may be held for HR Staff by the MPSAIR whereby implementation problems are identified and an agreed and uniform course of action is adopted;
- (iv) the HR Manual be updated without delay after the publication of a Report;
- (v) proper follow up be carried out on a regular basis to ensure that recommendations made in our Reports are implemented in a timely manner and rightly; and

(vi) rotation of HR staff be carried out at reasonable regular intervals with a view to allowing them to familiarise with all aspects of their work and the different recommendations made in our Report.

20.36. In furtherance of the above, we advocate for the MPSAIR to make optimal use of the Desk Officer Concept and the Employment Relations Unit, set up in large Ministries, as provided in its Circular Letter No. 37 of 2020, with the objective of promoting harmonious industrial relations at work place among stakeholders.

20.37. The proposed measures are expected to contribute to a large extent in bringing consistency and uniformity in the implementation of our recommendations across the public sector.

Application/Interpretation of the Report

20.38. Once the Report is approved by Cabinet, it is incumbent upon the MPSAIR to ensure a proper implementation thereof. This involves, first of all, the issue of appropriate guidelines accompanied by instructions to Ministries/Departments/Parastatal Bodies/ Local Authorities and Rodrigues Regional Assembly. In cases where new regulations or legal provisions are essential for the effective implementation of our recommendations, the MPSAIR should also initiate procedures thereto related.

20.39. It is considered that this Report may contain certain genuine omissions or errors. However, these need to be promptly addressed so that prejudice is not caused to any of our stakeholders. Provision is also being made for implementation issues which constitute a departure from our recommendations.

20.40. In successive Reports when we invited for representations concerning genuine omissions or errors, it has been observed that many **new** requests were submitted. In several instances despite clearly explaining to the Unions/Federations the technical reasons for not acceding to their requests, yet they forwarded anew those same requests which were submitted for the Report.

20.41. Hence, for successful implementation of the Report, we have, hereunder elaborated on the steps that need to be followed:

- (a) The technical staff of the Bureau shall remain available to provide information pertaining to interpretation and/or implementation of this Report to any concerned party, including individual employees or representatives of Unions/Federations.
- (b) Cases of genuine omission/errors should be submitted **through the MPSAIR** for consideration by the Bureau within three months as from the date of approval of the Report.
- (c) The Bureau would then scrutinise all such cases and expeditiously provide its recommendations thereon by way of letter.
- (d) Thereafter, all recommendations in respect of omissions/clarifications would be compiled as an addendum to the 2021 Report, within nine months from the date

of publication and shall be available on the website of the Bureau. The Addendum should be read in conjunction with the main Report.

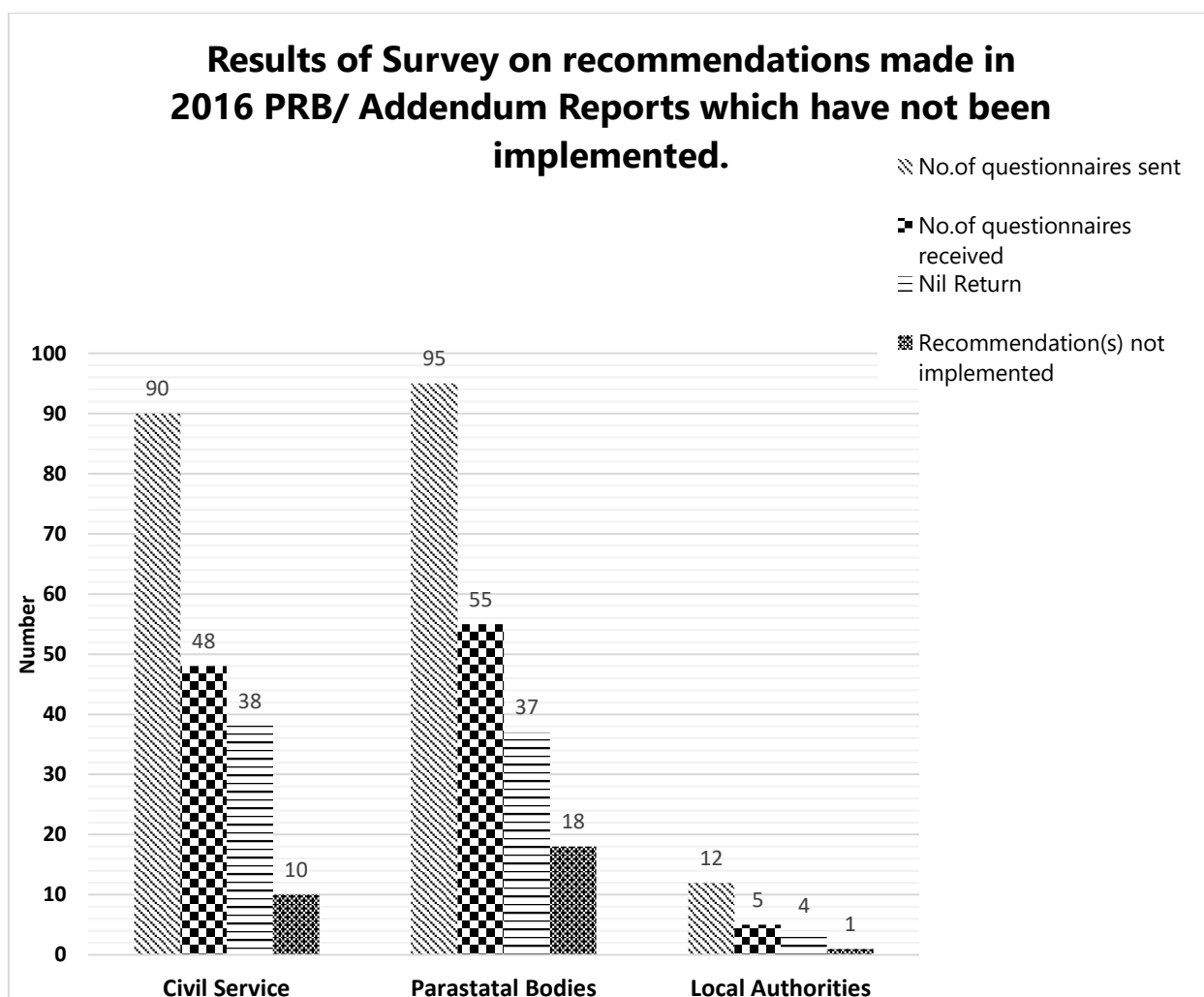
- (e) **Except for salary revision**, implementation issues that necessitate a drastic change or that depart/diverge from the main recommendations, should be referred to the High Powered Committee, under the chairmanship of the Secretary to Cabinet and Head of the Civil Service.
- (f) Issues related to Salaries and Allowances may, even after the publication of the 2021 Report, be referred through the Ministries/Departments/Organisations, and Parent Ministry, where applicable, for consideration by the Bureau.
- (g) The proper monitoring and follow up in relation to the implementation of the recommendations of this Report should devolve on the seniormost officer of the HR Cadre in the Ministry/Department/Organisation.

20.42. For the objectives of the Report to be successfully met, the recommendations contained therein should be implemented **within a period of not more than 18 months**. This implies that recommended changes concerning structure as well as conditions of service should be diligently attended to. Another measure to further strengthen the existing workforce is to fill in all vacant posts in a timely manner. All Ministries/Departments/Organisations are, therefore, required to abide by the set time frame.

Results of Survey on recommendations made in the 2016 PRB/Addendum Reports which have not been implemented

In the context of this review exercise, the Bureau received several representations that a number of recommendations enunciated in our previous Report have not been implemented. In this respect, a survey was carried out by the Bureau to take stock of the existing situation, identify impediments and seek views of stakeholders with regard to difficulties and problems encountered in the implementation of the Report.

The Survey Questionnaires were addressed to the Head of Ministries/Departments and Chief Executives of Parastatal Bodies and Local Authorities. The results of the survey are illustrated in the bar chart below. We assume that those who have not responded to the survey have implemented the recommendations of the 2016 PRB/ Addendum Reports.



CIVIL SERVICE			
SN	Department/ Ministry/ Organisation	Recommendation/s	Reason/s provided by organisation
1.	Government Printing Department	<p>Paragraph 14.3.12 of Volume 2 Part I</p> <p>Re: For appointment to the grade of Machine Minder/Senior Machine Minder (Roster) priority of consideration be given to Printing Assistants/Senior Printing Assistants (Roster) (PA/SPA) who have followed courses leading to NTC3 in Printing.</p>	<ul style="list-style-type: none"> • None of the incumbents possesses the SC requirement for the post of Machine Minder/Senior Machine Minder (Roster). • The amended Scheme of Service for the grade of Machine Minder/Senior Machine Minder (Roster) already prescribed on 4 October 2019, allows PA/SPAs who possess certain minimum qualification to postulate for the post of Machine Minder/Senior Machine Minder (Roster) through open competition with outside candidates.
2.(i)	Ministry of Social Integration, Social Security and National Solidarity (Social Security and National Solidarity Division)	<p>Paragraphs 34.12, 34.14, 34.16, 34.24, 34.26 and 34.28 of Volume 2 Part I</p> <p>Re: Setting up of the Quality Assurance and Inspection Division and the Elderly and Disability Department and the creation of grades falling under them.</p>	<ul style="list-style-type: none"> • It is not intended to create more divisions in the Ministry.
3.	Mauritius Police Force	<p>Paragraph 14.2.19 of Volume 2 Part I</p> <p>Re: A monthly Trade Pay of Rs 400 should be extended to Police Officers of the SMF and SSU who are regularly required to drive specialised vehicles for which a specific driving licence is a requirement.</p>	<ul style="list-style-type: none"> • Almost all Police Officers of the SMF and the SSU are paid a monthly driving allowance for driving Government vehicles. • The recommendation was not implemented as the Police Officers drive these vehicles only in exceptional circumstances.

CIVIL SERVICE			
SN	Department/ Ministry/ Organisation	Recommendation/s	Reason/s provided by organisation
4.	Ministry of National Infrastructure and Community Development (National Infrastructure Division)	Paragraphs 21.7, 21.8 and 21.9 of Volume 2 Part I Re: Amendment to schemes of service in the fields of Engineering, Quantity Surveying and Architecture.	Awaiting complete phasing out of the grades of Principal Architect and Principal Quantity Surveyor before amending the scheme of service with respect to "Qualification" requirement.
5.	Ministry of Public Service, Administrative and Institutional Reforms	Paragraph 14.4 of Volume 1 Re: Public Officers aged 50 years or more holding substantive appointment should be allowed to opt for part-time work for the rest of their career, subject to the exigencies of the service and to certain conditions.	<ul style="list-style-type: none"> For officers less than 50 years (eg MSO) - it became very difficult to devise an appropriate half day schedule - the work will devolve on other officers. Furthermore, no application was received in respect of this recommendation.
		Paragraph 8.10 of Volume 1 Re: The Standing Committee on Performance/Productivity Related Reward (P/PRR) set up under the Chairmanship of the MCSAR and comprising representatives of the Ministry of Finance and Economic Development (MOFED) and the Pay Research Bureau	Complex & Financial Implication The implementation of the recommendations involve many practical difficulties.
6.	Mauritius Prison Service	Paragraph 14.5.43 of Volume 2 Part I Re: Creation of the grade of Prisons Health Records Clerk	It was agreed that the post will be created on the establishment of the Ministry of Health and Wellness (2018/2019) and funds provided in the vote of the Mauritius Prison Service. Post has been abolished in Civil Establishment Order 2019.

CIVIL SERVICE			
SN	Department/ Ministry/ Organisation	Recommendation/s	Reason/s provided by organisation
7.	Ministry of Education, Tertiary Education, Science and Technology	Paragraph 22.79 of Volume 2 Part I Re: Appointment of Educator (Secondary), Educator (Secondary) (Physical Education) and Educator (Secondary) (Prevocational) in a substantive capacity.	The approval of the Cabinet was obtained to fill 129 funded vacancies (for a last time) on the basis of the existing scheme of service as the process of amendment to scheme of service is lengthy and may lead to shortage of Educators in the academic year. Scheme of service currently being amended.
		Paragraph 22.71 of Volume 2 Part I The appellation of the grade of ICT Support Officer to be reviewed to an appropriate one in consonance with its new duties and the mounting of an appropriate certificate course in Pedagogy for them.	Following discussion between stakeholders, the proposed scheme of service has now been submitted to the MPSAIR for consideration.
8.	Ministry of Information Technology, Communication and Innovation	Paragraph 19.14 of Volume 2 Part I Re: Designation of an officer of the CISD not below the grade of Systems Analyst as "Head, ICT" in a Ministry/Department/Organisation, where no Programme Manager, CIB is posted.	Implementation problem due to the fact that junior officers would draw a much higher allowance than senior officers.
		Paragraph 19.31 of Volume 2 Part I Re: Posting of Programme Managers, CIB and Lead Programme Managers, CIB in Ministries/Departments.	Programme Managers, CIB are posted full time to the Ministries and Departments having complex e-government projects and systems for the duration of the projects. Five additional posts created in the Budget 2019/2020 were advertised in September 2019. Thereafter, eight posts became vacant for different reasons.

PARASTATAL AND OTHER STATUTORY BODIES AND LOCAL AUTHORITIES			
SN	Department/ Ministry/ Organisation	Recommendation/s	Reason/s provided by organisation
1.	Mauritius Standards Bureau	Paragraph 45.12 of Volume 2 Part II Re: Creation of the grades of Computer Support Officer and Management Support Officer	No candidate was retained following selection exercise. Schemes of service are being reviewed.
2.	Mauritius Institute of Training and Development	Paragraph 7.32 of Volume I Re: Implementation of Performance Management System	The MITD was undergoing a full restructuring exercise.
3.	Food and Agricultural Research & Extension Institute (FAREI)	Paragraph 17.53 of Volume 2 Part II Re: Lead Allowance of Rs 2750 monthly to be paid to Research Scientist/Senior Research Scientists	Difficulties encountered in the implementation of the recommendation.
4.	Mauritius Oceanography Institute	Paragraph 41.30 of Volume 2 Part II Re: Continuous Professional Development at MOI for Principal Research Scientist, Research Scientist and Associate Research Scientist	The recommendation was not implemented because of lack of funds.
5.	Open University of Mauritius	Paragraph 62.6 of Volume 2 Part II Re: Creation of the grade of Public Relations Officer	The Scheme of Service is in the process of being prescribed.
		Paragraphs 18.17.4 and 18.17.7 of Volume 1 Re: Communication Facilities	Difficulties encountered in the implementation thereof as the grades/cadres at the University differ from those in the Civil Service.

PARASTATAL AND OTHER STATUTORY BODIES AND LOCAL AUTHORITIES			
SN	Department/ Ministry/ Organisation	Recommendation/s	Reason/s provided by organisation
6.	National Women's Council	Paragraph 18.5.24 of Volume I Re: Computerised attendance system	Lack of Funds
		Paragraph 18.5.33 of Volume I Re: Flexitime arrangement	Lack of Supervision
7.	Apravasi Ghat Trust Fund	Paragraph 1.7 of Volume 2 Part II Re: Creation of a grade of Stores Attendant	No funds were received from the Parent Ministry for this purpose.
8.	National Adoption Council	Paragraphs 49.6, 49.8, 49.10, 49.12 and 49.16 of Volume 2 Part II Re: Creation of the grades of Psychologist, Legal Officer, Welfare Officer and Shorthand Writer; and restyling of the grade of Secretary to Administrative Secretary	Waiting for the Proclamation of the new Adoption Bill.
9.	Rajiv Gandhi Science Centre Trust Fund	Paragraphs 67.8, 67.10, 67.21 and 67.29 of Volume 2 Part II Re: Recruitment of the grades of Deputy Director, Planetarium Manager, Exhibition Officer and Internal Control Officer	These recruitments have been kept in abeyance due to lack of funds.
		Paragraph 67.32 of Volume 2 Part II Re: Creation of the grade of Exhibit Fabricator	The scheme of service is under review.

PARASTATAL AND OTHER STATUTORY BODIES AND LOCAL AUTHORITIES			
SN	Department/ Ministry/ Organisation	Recommendation/s	Reason/s provided by organisation
10.	Human Resource Development Council	Paragraph 20.11 of Volume 2 Part II Re: Creation of the grade of Head, National Training Fund Unit	The draft scheme of service for the new grade of Head – National Training Fund Unit has been drafted but kept in abeyance, as per latest instructions.
		Paragraph 20.15 of Volume 2 Part II Re: Creation of the grade of Inspection and Monitoring Officer (Roster)	The post was advertised in September 2017 but was not filled, given that there was not enough fully qualified candidates.
11.	Central Water Authority	Paragraph 5.7 of Volume 2 Part II Re: Creation of grade of Administrative Assistant	The Scheme of Service has been drafted and is being finalised.
		Paragraph 5.10 of Volume 2 Part II Re: Chief Fraud Detection Officer	Scheme of Service approved by MPSAIR. Approval from Parent Ministry awaited for creation of the post on establishment.
12.	Agricultural Marketing Board	Paragraph 18.5.33 of Volume I Flexitime	Flexitime does not suit the work environment at the AMB. Only a minority of officers work from 08:45 to 16:00 hrs.
		Paragraph 18.13.4 of Volume I Re: Uniform Allowance	The AMB provides uniform on a yearly basis to all its eligible staff members.
13.	University of Mauritius	Paragraph 88.60 of Volume 2 Part II Re: Revamping of the whole structure at the Printing Department	Not yet completed
		Paragraph 88.18 of Volume 2 Part II	Lack of funds

PARASTATAL AND OTHER STATUTORY BODIES AND LOCAL AUTHORITIES			
SN	Department/ Ministry/ Organisation	Recommendation/s	Reason/s provided by organisation
		Re: Creation of the grade of Public Relations and Communication Officer	
		Paragraph 88.50 of Volume 2 Part II Re: Creation of the grade of Chief Security Officer	No agreement reached regarding qualifications requirement.
14.	University of Technology Mauritius	Paragraphs 89.14, 89.17 and 89.20 of Volume 2 Part II Re: Creation of grades of Computer Laboratory Attendant, Overseer and Maintenance Officer	Schemes of service not yet finalised
		Paragraph 89.31 of Volume 2 Part II Re: Sabbatical Leave Scheme	Sabbatical Leave Scheme has not been set up as no request has been received. Not finalised yet.
15.	Private Secondary Education Authority	Paragraph 64.8 of Volume 2 Part II Re: Creation of a grade of Human Resource Management Officer	The PSEA Employees Union has made representations on the Scheme of Service for the grade Human Resource Management Officer (HRMO). Parties have diverging views on certain duties.
		Paragraphs 64.18 and 64.23 of Volume 2 Part II Re: Creation of grades of Educational Psychologist and IT Technician	The schemes of service for the grades have not yet been finalised.
		Paragraph 64.16 of Volume 2 Part II Re: Creation of the grade Public Relations Officer	Recruitment exercise for the grade of Public Relations Officer is in progress.

PARASTATAL AND OTHER STATUTORY BODIES AND LOCAL AUTHORITIES			
SN	Department/ Ministry/ Organisation	Recommendation/s	Reason/s provided by organisation
16.	Mahatma Gandhi Institute	Paragraph 25.34A of Volume 2 Part II (Addendum Report) Re: Duty Free Facilities for Senior Lecturers	Senior Lecturers at the MGI have not completed 14 years in the post.
		Paragraph 25.9 of Volume 2 Part II Re: Creation of the grade of Senior Computer Laboratory Attendant	Request for the recruitment of Senior Computer Laboratory Attendant has already been sent to the parent Ministry for approval. Budget is being awaited to proceed further.

LOCAL AUTHORITY			
SN	Department/ Ministry/ Organisation	Recommendation	Reason
1.	District Council of Savanne	Paragraph 1.38 (iv) of Volume 2 Part III Re: Creation of the post of Chief Internal Control Officer	For the creation of the post of Chief Internal Control Officer the Ministry circulated among all local authorities a note to take stock of the number of posts that would be required. However, same was not recommended by the then Chief Executive.

