

## 16. PRIME MINISTER'S OFFICE, MINISTRY OF DEFENCE, HOME AFFAIRS AND EXTERNAL COMMUNICATIONS, MINISTRY FOR RODRIGUES, OUTER ISLANDS AND TERRITORIAL INTEGRITY

- 16.1 The Prime Minister's Office (PMO) is the focal point of Government. It aims at being a dedicated service provider, using proactive quality and customer-focused policies, administrative practices, emerging technologies; and taking measures likely to impact on security and human capital with a view to upgrading the day-to-day lives of the citizens of Mauritius.
- 16.2 The Office is responsible, among others, to: advise and support the Prime Minister in formulating policy proposals and ensure their implementation; ensure law and order; enhance national security; and protect the national integrity of the country so that people feel safe and secure in their homes and day-to-day life, particularly through more visible and responsive policies. The Secretary to Cabinet and Head of the Civil Service is the administrative head and is responsible to see to it that the functions of the Office are carried out effectively and efficiently.
- 16.3 Various activities are organised under distinct Offices and Divisions, namely Cabinet Office, Private Office and Ceremonials, Defence and Home Affairs Division, External Communications Division and Rodrigues, Outer Islands and Territorial Integrity Division. Several other Departments also fall under the purview of the PMO.
- 16.4 The **Cabinet Office** is the supreme authority for taking policy decisions for the Government. It is responsible, among others, to: scrutinise Cabinet documents; facilitate Cabinet meetings and draft the agenda and minutes of the latter; arrange the business of the Cabinet; keep minutes of cabinet's meetings and Committees; convey decisions of Cabinet and its Committees to appropriate Ministries and ensure their implementation and follow up; and to deal with matters pertaining to, *inter alia*, constitutional bodies/posts; statutory Tribunals and other institutions not falling under the purview of any specific Ministry such as Air Access Policy and Chagos Archipelago and Tromelin.
- 16.5 The **Private Office and Ceremonials** on its part is involved in organising appointments/meetings/courtesy calls of dignitaries with the Prime Minister; recording messages, interviews and correspondences to and from the Prime Minister; organising and facilitating official missions of the Prime Minister; and coordinating and monitoring of projects, amongst others.
- 16.6 The responsibilities of the **Defence and Home Affairs Division** mainly include: protecting the integrity of the Nation and rights of all individuals including their human rights; issuing Residence Permits, Visas and Mauritius Citizenship; and conveying authorisation under the Immigration Act and Non-Citizens (Property Restriction) Act.

- 16.7 As regards **External Communications Division**, it mainly aims to: transform the Harbour into a major transshipment in the region; foster development of safe, secure regular and efficient civil aviation operations; and regulate and promote civil aviation activities in Mauritius. A separate literature has been provided for Rodrigues, Outer Islands and Territorial Integrity.
- 16.8 The Secretary to Cabinet and Head of the Civil Service is assisted in his daily functions by officers of the Administrative Cadre, as well as other supporting staff of other cadres.
- 16.9 For this review exercise, the Bureau received an array of representations from union members and on an individual basis from officers of the Administrative Cadre, the Conference and Social Functions Manager and the Acting Principal Coordinator, Security Matters. These were mainly geared towards an upgrading in salary and qualifications requirement; providing enhanced conditions of service; setting up of a Mauritian Administrative Service coupled with a restructuring of the Administrative Cadre; addressing the issue of retention of officers in the Administrative Cadre; conducting of a fair job evaluation taking into account the duties and responsibilities devolving upon officers; and creating a proper cadre for the organisation of conference and social functions; and reviewing the mode of appointment of certain key positions in the Civil Service. Management on its side focussed on the need to improve the effectiveness of those involved in policy areas and also proposed the creation of a subordinate level to give assistance to the Conference and Social Functions Manager.
- 16.10 After examining the various requests, we wish to highlight that: prior to arriving at the salary of a grade, the Bureau conducts a job evaluation exercise where several job factors are assessed; many issues of an administrative nature should be dealt with by Management; and general recommendations have been made on conditions of service. In addition, we have been apprised that there is no problem of retention of officers in the Administrative Cadre. As regards the organisation of functions, we are providing for a new position to give assistance to the Conference and Social Functions Manager.

### **Administrative Cadre**

- 16.11 The Administrative Cadre is effectively involved in the formulation, coordination and implementation of Government policies, goals and objectives; providing administrative support to the machinery of Government; giving advice and support to Ministers on the current Government business including their parliamentary duties; drafting and administration of legislation; and initiating and implementing programmes which aim at enhancing the organisational efficiency and effectiveness of a department of Government. The cadre is headed by the Secretary to Cabinet and Head of the Civil Service and its structure comprises the grades of Assistant Permanent Secretary, Deputy Permanent Secretary, Permanent Secretary, Senior Chief Executive, Secretary for Home Affairs and Secretary for Public Service. We view that the existing provisions as well as the structure are appropriate.

**Incremental Movement for Assistant Permanent Secretaries**

- 16.12 Assistant Permanent Secretaries are allowed to move beyond their top salary in the Master Salary Scale up to salary point Rs 62950, subject to satisfying certain conditions. We are retaining this provision whilst revising the salary point.

**Recommendation 1**

- 16.13 We recommend that Assistant Permanent Secretaries should be allowed to proceed incrementally in the Master Salary Scale up to salary point Rs 69800 provided they satisfy the performance criteria as set out in the Introductory Chapter of this Volume.**

**Mode of appointment to the grade of Deputy Permanent Secretary**

- 16.14 During consultative meetings, the Bureau received representations from stakeholders on the necessity to change the current system of promotion in the Administrative Cadre to bring greater efficiency and effectiveness. Particular emphasis was laid on the mode of appointment of the grade of Deputy Permanent Secretary which is a pivotal senior management level in the career ladder leading to the position of Permanent Secretary.
- 16.15 The parties viewed that seniority alone cannot determine an officer's ability to perform at the higher level. It was argued that the level of Permanent Secretary bears departmental and cross-cutting reforms and efficiency objectives among others, and as such, it is imperative that prospective Permanent Secretaries are well equipped by way of calibre and capability for the role. The Bureau was therefore urged to bring about a greater selectivity in the appointment exercise to the level of Deputy Permanent Secretary and to restore merit and competition.
- 16.16 Against the aforementioned backdrop, we hold that for the benefit of the quality of human resource capacity especially at senior leadership positions, selection on merit should, in principle, underpin the filling of such posts. This proposed course of action is in line with the guidelines for determining promotion procedures under the Chapter Recruitment, Promotion and Retention in Volume 1 of this Report. However, we also consider that any change in a scheme of service should be done in a consultative manner and are recommending along these lines.

**Recommendation 2**

- 16.17 We recommend that:**

- (i) Management, after consultation with the staff side, considers the advisability of reviewing the mode of appointment of the grade of Deputy Permanent Secretary so that appointment thereto is made by selection from among officers in the grade of Assistant Permanent Secretary possessing a degree and reckoning at least six years' service in a substantive capacity in the grade. Assistant Permanent Secretaries in post as at 30.06.03 should also be considered for the selection exercise, as per**

the provision under the item "Note" in the existing scheme of service of the grade of Deputy Permanent Secretary; and

- (ii) in addition to educational qualifications, suitability for the position of Deputy Permanent Secretary should be assessed by competency acquired through previous experience, intellectual capabilities and aptitude for the role, demonstrable leadership and interpersonal skills and decision-making capacity among others.

### **Incremental Movement for Deputy Permanent Secretaries**

16.18 Deputy Permanent Secretaries are equally allowed to move beyond top in the Master Salary Scale up to salary point Rs 92000, subject to satisfying a few criteria. This provision is being maintained whilst the salary point revised.

### **Recommendation 3**

**16.19 We recommend that Deputy Permanent Secretaries having reached the top of their revised salary scale should be allowed to move incrementally in the Master Salary Scale up to salary point Rs 100750 provided they have:**

- (i) drawn their top salary for at least 12 months;
- (ii) been consistently efficient and effective in their performance as evidenced by their Performance Appraisal Report during the preceding two years i.e. have displayed skills and competence as relevant in (a) the leadership function; (b) the strategic, co-ordinating and integrative role; (c) the critical decision making and crisis management responsibilities; and (d) the delivery of the necessary outcomes; and
- (iii) not been adversely reported upon on ground of conduct.

### **Mode of Appointment to the position of Permanent Secretary and Tenure of Office**

16.20 The existing provisions regarding the mode of appointment and tenure of office with respect to the position of Permanent Secretary are being retained. We are, thus, replicating the recommendations made in the last Report.

### **Recommendation 4**

**16.21 We recommend that subject to the provisions of paragraph 4 of section 89 of the Constitution of Mauritius, appointment to the position of Permanent Secretary should be made by selection from among officers in the grade of Deputy Permanent Secretary with proven managerial and leadership abilities and good interpersonal skills and from among incumbents of other services of the same level or above or from elsewhere and having proven leadership capabilities.**

- 16.22 We further recommend that appointment to or filling of the position of Permanent Secretary should be:**
- (i) from serving officers who should be appointed in a substantive capacity subject to their performance and continued relevance of their competence; and**
  - (ii) on contractual terms for a period of two years and after the expiry of the two years period, the contract may be renewed subject to his performance, the continued relevance of his competence and the approval of the Prime Minister.**

#### **Remuneration of a Permanent Secretary, employed on contractual terms**

##### **Recommendation 5**

- 16.23 We recommend that the salary of a Permanent Secretary employed on contract, should be that attached to the substantive position and in addition, incumbent be paid a gratuity equivalent to two months' salary on completion of every twelve months' satisfactory service. The other terms and conditions of employment governing contract officers would also apply to incumbents.**

#### **Allowance in case of assignment of duties of the position of Permanent Secretary**

##### **Recommendation 6**

- 16.24 We recommend that a public officer on permanent and pensionable establishment assigned the duties of the position of Permanent Secretary would continue to be eligible for an allowance representing the difference between the pay of the Permanent Secretary and the substantive salary of the officer. On the officer's retirement, the pensionable emoluments shall be those of the Permanent Secretary provided that he has:**
- (i) successfully served for a period of not less than twelve months;**
  - (ii) not been reverted to his substantive post on ground of inefficiency or inability to perform at the higher level or on ground of misconduct or not been reverted at his own request; and**
  - (iii) at the time of his retirement/ reversion reached the age of 55;**

**OR**

**successfully served for a minimum period of six months and has reached compulsory retirement age or attained compulsory retirement age while opting to cash his accumulated Vacation Leave in full.**

#### **Senior Chief Executive**

- 16.25 The position of the Senior Chief Executive is presently filled by selection from among officers of the level of Permanent Secretary or Head of a Professional Technical Cadre, drawing a monthly salary of Rs 110000 and above and from among other Chief**

Executives of other institutions with proven leadership capabilities. **We are retaining this provision whilst revising the salary point to Rs 119500.**

### **Tenure of Office**

#### **Recommendation 7**

**16.26 We recommend that appointment to or filling of the position of Senior Chief Executive should be:**

- (i) on contractual terms for a period of two years and after the expiry of the two years period, the contract may be renewed subject to his performance, the continued relevance of his competence and the approval of the Prime Minister; and**
- (ii) from serving officers who should be appointed in a substantive capacity subject to their performance and continued relevance of their competence.**

#### **Remuneration of a Senior Chief Executive employed on contractual terms**

#### **Recommendation 8**

**16.27 We recommend that the salary of the Senior Chief Executive employed on contractual terms shall be as determined for the substantive position. Incumbent on contract would also be eligible for a gratuity equivalent to two months' salary on completion of every twelve months' satisfactory service.**

**16.28 We further recommend that a public officer on permanent and pensionable establishment assigned the duties of the position of the Senior Chief Executive may, at the start of the assignment, opt not to take the gratuity and, in return, the period he would serve as Senior Chief Executive, shall be deemed to be pensionable service, provided he has:**

- (i) successfully served for a period of not less than twelve months;**
- (ii) not been reverted to his substantive post on ground of inefficiency or inability to perform at the higher level or on ground of misconduct or not been reverted at his own request; and**
- (iii) at the time of his retirement/reversion reached the age of 55;**

**OR**

**successfully served for a minimum period of six months and reached compulsory retirement age or attained compulsory retirement age while opting to cash his accumulated Vacation Leave in full.**

### **Secretary for Home Affairs**

**16.29 The Secretary for Home Affairs acts as the head of Defence and Home Affairs Division and advises the Prime Minister on all aspects of policy and administrative affairs relating to the Division. For this Report also, we are specifying the mode of compensation applicable to the officer who has been assigned this position.**

**Recommendation 9****16.30 We recommend that:**

- (a) an officer who has been assigned the duties of Secretary for Home Affairs, should continue to be granted an allowance equivalent to the difference between his salary and that of the Secretary for Home Affairs; and**
- (b) in the event the officer retires in the capacity of Secretary for Home Affairs or is reverted to his substantive post, the allowance becomes pensionable provided that he has:**
  - (i) successfully served for a period of not less than twelve months;**
  - (ii) not been reverted to his substantive post on ground of inefficiency or inability to perform at the higher level or on ground of misconduct or not been reverted at his own request; and**
  - (iii) at the time of his retirement/ reversion reached the age of 55;**

**OR**

**successfully served for a minimum period of six months and reached compulsory retirement age or attained compulsory retirement age while opting to cash his accumulated Vacation Leave in full.**

**Appointment of Chief Executives****Recommendation 10**

**16.31 We recommend that the provisions regarding mode of appointment, tenure of office and the appropriate leadership capabilities be also considered for Chief Executives of public departments, Parastatal Bodies and Local Authorities. However, where Deputies to Chief Executives have been appointed by selection, appointment to the position of Chief Executives could continue to be by promotion, subject to the approval of the appropriate authorities according to the promotion framework in Chapter Recruitment, Promotion and Retention of Volume 1 of this Report.**

**Conference and Social Functions Officer (New Grade)**

16.32 At present, the organisation of conference and social events/functions is devolved primarily upon the Conference and Social Functions Manager, who is assisted mainly by officers of the General Services Cadre. This position is held by incumbent on a personal basis.

16.33 For this review exercise, both the staff side and Management have informed that with the growing number of events/functions that have to be organised at the Prime Minister's Office, there is need to consolidate the structure. After examining the request and considering the importance of such functions to be properly organised and managed, we view that the Conference and Social Functions Manager (Personal) be provided with a dedicated subordinate level to assist him in the performance of his daily duties. We are recommending accordingly.

## Recommendation 11

- 16.34 We recommend that a grade of Conference and Social Functions Officer be created. Appointment thereto should be made by selection from among serving officers reckoning at least five years' experience in a substantive capacity in the service and possessing a Degree in Administration or Management or Events Management from a recognised institution or an equivalent qualification acceptable to the Public Service Commission. Candidates should equally possess ability in the organisation and management of events and good communication skills as well as be customer focused.**
- 16.35 Incumbent would be called upon, among others, to: deputise for the Conference and Social Functions Manager; assist and understudy the Conference and Social Functions Manager in the organisation of national conferences, social events and other events falling under the responsibility of the Prime Minister's Office; liaise with Ministries/Departments and other stakeholders in relation to events attended by the Prime Minister; and provide administrative and logistic support with regard to state visits and other visits from eminent personalities.

## Personal Secretary

- 16.36 Presently, an officer of the General Services Cadre attached to the office of the Prime Minister to perform the functions of Personal Secretary, is paid a monthly allowance for ensuring a comprehensive secretarial and confidential service to the Prime Minister. The allowance is reckoned as pensionable provided incumbent has performed in that position for a continuous period of three years against the established criteria. In view of the sensitivity of this function, this arrangement should continue.

## Recommendation 12

- 16.37 We recommend that the allowance payable to the officer who has been assigned the duties of Personal Secretary be reckoned as pensionable emolument, subject to the approval of the High Powered Committee, provided that incumbent has been performing in that position for a continuous period of three years and has not been subject of disciplinary proceedings on grounds of inefficiency or inability to perform at that position or on grounds of misconduct.**

## Citizen Support Unit

- 16.38 Established in 2017, the Citizen Support Unit (CSU) plays an important role in the management of complaints emanating from the citizens. Its vision is to bring the citizen at the centre of public service delivery by providing quality services that exceed their expectations.
- 16.39 Officers belonging to the General Services grades and Citizen's Advice Bureau Organiser Cadre of the National Development Unit are presently servicing the CSU. To staff the unit with officers on a permanent basis, the grades of Citizen Support Officer/Senior Citizen Support Officer; Principal Citizen Support Officer and Head,



Citizen Support Unit were created on an *ad hoc* basis by Management and in July 2020 the proposed schemes of service of these grades were submitted to the Bureau for salary determination purposes.

- 16.40 Upon examination, the Bureau found major overlapping of duties between the new levels and those of the CAB Organiser Cadre. Further, it was noted that the qualifications requirement of the proposed grades were not compatible with the duties that would devolve upon incumbents. However, as it was reported that the grades were urgently required to man the unit, we provided the salary grading of the different levels namely the three levels based on the functions and the qualifications as required for the performance of these duties.
- 16.41 Subsequently, a new set of duties for a proposed level of Citizen Support Officer/Senior Citizen Support Officer was submitted in the context of this Report where the enlargement of duties, does not have any bearing on the salary. In the circumstance, we have maintained the present qualifications requirement as well the job appellations of the three levels in line with provisions made for grades evaluated at this level.

**PRIME MINISTER'S OFFICE, MINISTRY OF DEFENCE, HOME AFFAIRS AND EXTERNAL  
COMMUNICATIONS, MINISTRY FOR RODRIGUES, OUTER ISLANDS  
AND TERRITIAL INTEGRITY**

**SALARY SCHEDULE**

Salary Code	Salary Scale and Grade
02 000 123	<b>Rs 213250</b> Secretary to Cabinet and Head of the Civil Service
02 000 121	<b>Rs 175750</b> Secretary for Home Affairs
02 000 120	<b>Rs 163250</b> Senior Chief Executive
02 000 114	<b>Rs 132000</b> Permanent Secretary
02 092 102	<b>Rs 69800 x 2000 - 75800 x 2150 - 82250 x 3000 - 88250 x 3125 - 94500</b> Deputy Permanent Secretary

Salary Code	Salary Scale and Grade
02 059 088	<b>Rs 28225 x 825 - 35650 x 900 - 37450 x 950 - 42200 x 1300 - 46100 x 1575 - 49250 x 1650 - 54200 x 1700 - 62700</b> Assistant Permanent Secretary
14 000 113	<b>Rs 128875</b> Director, Counterterrorism Unit
14 091 102	<b>Rs 68000 x 1800 - 69800 x 2000 - 75800 x 2150 - 82250 x 3000 - 88250 x 3125 - 94500</b> Deputy Director, Counterterrorism Unit
14 058 088	<b>Rs 27400 x 825 - 35650 x 900 - 37450 x 950 - 42200 x 1300 - 46100 x 1575 - 49250 x 1650 - 54200 x 1700 - 62700</b> Principal Intelligence Officer
14 047 083	<b>Rs 21850 x 375 - 22225 x 400 - 23425 x 525 - 26050 x 675 - 27400 x 825 - 35650 x 900 - 37450 x 950 - 42200 x 1300 - 46100 x 1575 - 49250 x 1650 - 54200</b> Intelligence Officer/Senior Intelligence Officer
02 000 110	<b>Rs 119500</b> National Security Adviser
02 082 098	<b>Rs 52550 x 1650 - 54200 x 1700 - 64400 x 1800 - 69800 x 2000 - 75800 x 2150 - 82250</b> Principal Co-ordinator, Security Matters
02 065 092	<b>Rs 33175 x 825 - 35650 x 900 - 37450 x 950 - 42200 x 1300 - 46100 x 1575 - 49250 x 1650 - 54200 x 1700 - 64400 x 1800 - 69800</b> Co-ordinator, Security Matters Migration Coordinator and Researcher
20 061 092	<b>Rs 29875 x 825 - 35650 x 900 - 37450 x 950 - 42200 x 1300 - 46100 x 1575 - 49250 x 1650 - 54200 x 1700 - 64400 x 1800 - 69800</b> Statistician/Senior Statistician

Salary Code	Salary Scale and Grade
02 085 102	<p><b>Rs 57600 x 1700 - 64400 x 1800 - 69800 x 2000 - 75800 x 2150 - 82250 x 3000 - 88250 x 3125 - 94500</b></p> <p>Conference and Social Functions Manager (Personal)</p>
02 058 088	<p><b>Rs 27400 x 825 - 35650 x 900 - 37450 x 950 - 42200 x 1300 - 46100 x 1575 - 49250 x 1650 - 54200 x 1700 - 62700</b></p> <p>Conference and Social Functions Officer (New Grade) Migration Analyst</p>
26 047 079	<p><b>Rs 21850 x 375 - 22225 x 400 - 23425 x 525 - 26050 x 675 - 27400 x 825 - 35650 x 900 - 37450 x 950 - 42200 x 1300 - 46100 x 1575 - 47675</b></p> <p>Facilities and Maintenance Officer</p>
08 065 082	<p><b>Rs 33175 x 825 - 35650 x 900 - 37450 x 950 - 42200 x 1300 - 46100 x 1575 - 49250 x 1650 - 52550</b></p> <p>Personal Secretary</p>
08 029 067	<p><b>Rs 16525 x 260 - 17825 x 275 - 18925 x 300 - 19525 x 325 - 21475 x 375 - 22225 x 400 - 23425 x 525 - 26050 x 675 - 27400 x 825 - 34825</b></p> <p>Receptionist/Guide</p>
25 026 059	<p><b>Rs 15745 x 260 - 17825 x 275 - 18925 x 300 - 19525 x 325 - 21475 x 375 - 22225 x 400 - 23425 x 525 - 26050 x 675 - 27400 x 825 - 28225</b></p> <p>General Assistant (Personal)</p>
24 025 058	<p><b>Rs 15485 x 260 - 17825 x 275 - 18925 x 300 - 19525 x 325 - 21475 x 375 - 22225 x 400 - 23425 x 525 - 26050 x 675 - 27400</b></p> <p>Driver</p>
24 019 050	<p><b>Rs 13975 x 250 - 15225 x 260 - 17825 x 275 - 18925 x 300 - 19525 x 325 - 21475 x 375 - 22225 x 400 - 23025</b></p> <p>Stores Attendant</p>
24 019 049	<p><b>Rs 13975 x 250 - 15225 x 260 - 17825 x 275 - 18925 x 300 - 19525 x 325 - 21475 x 375 - 22225 x 400 - 22625</b></p> <p>Liftman</p>

Salary Code	Salary Scale and Grade
24 018 048	<b>Rs 13745 x 230 - 13975 x 250 - 15225 x 260 - 17825 x 275 - 18925 x 300 - 19525 x 325 - 21475 x 375 - 22225</b> Handy Worker
24 001 045	<b>Rs 10250 x 175 - 10775 x 200 - 11775 x 205 - 12595 x 230 - 13975 x 250 - 15225 x 260 - 17825 x 275 - 18925 x 300 - 19525 x 325 - 21150</b> General Worker
<b>CITIZEN SUPPORT UNIT</b>	
08 069 088	<b>Rs 36550 x 900 - 37450 x 950 - 42200 x 1300 - 46100 x 1575 - 49250 x 1650 - 54200 x 1700 - 62700</b> Head, Citizen Support Unit
08 062 083	<b>Rs 30700 x 825 - 35650 x 900 - 37450 x 950 - 42200 x 1300 - 46100 x 1575 - 49250 x 1650 - 54200</b> Senior Citizen Support Officer
08 047 079	<b>Rs 21850 x 375 - 22225 x 400 - 23425 x 525 - 26050 x 675 - 27400 x 825 - 35650 x 900 - 37450 x 950 - 42200 x 1300 - 46100 x 1575 - 47675</b> Citizen Support Officer

