

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.

