

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.**

