

16.9 INCREMENTAL CREDIT AND INCREMENTAL MOVEMENT

- 16.9.1 Most grades in our framework carry a salary scale, save for a few ones which have been granted a flat (spot) salary. A salary scale is a segment of the Master Salary Scale, where its minimum and maximum salary points are also referred to in our Report as the initial and top salary respectively. An employee normally joins a grade at the initial of the salary scale and subsequently moves along incrementally on a yearly basis. However, such incremental movement has to be earned; subject to satisfying the performance criteria, as agreed in the performance agreement or other conditions depending on the case.

Incremental Credit

- 16.9.2 Besides the annual incremental movement based on good performance, provisions exist for the grant of incremental credits for previous experience acquired under supervision prior to joining the service; and temporary service completed in the same capacity prior to substantive appointment. An employee is also eligible for further increments on account of Long Service Increment (LSI), whereas graduates and above are allowed to move beyond their top salary in the Master Salary Scale, subject to satisfying certain conditions. These two benefits are reported under the present Condition of Service.

Incremental Credit for Experience

- 16.9.3 At present, one incremental credit for each year of experience acquired before joining the service up to a maximum of three is granted to:
- (i) specific categories of employees reckoning:
 - (a) post-registration experience of professionals such as General Practitioners, *formerly Medical and Health Officer/Senior Medical and Health Officers* and Dental Surgeon/Senior Dental Surgeons;
 - (b) experience after having obtained the right to practice from the appropriate registered professional body or Council as in the case of Architects, Engineers and others;
 - (c) post-qualification relevant experience acquired by other categories of graduates who may not normally require registration or authorisation before practice; and
 - (d) post-qualification experience in a recognised hospital for fully qualified nurses.
 - (ii) public officers, falling under categories laid down at paragraph 16.9.3(i) above, who have acquired years of experience in a similar capacity, and subsequently move from one institution to another where both are covered by the Pay Research Bureau and the officer joins at the initial point in the salary scale of the new promoted/appointed grade.

- 16.9.4 Provisions equally exist for the grant of more than three incremental credits for relevant experience in areas of scarcity as well as in cases where recruitment and retention problems are being encountered, subject to the approval of the Ministry of Public Service and Administrative Reforms (MPSAR).
- 16.9.5 For this Report, Unions and Federations made no proposal with respect to this Condition. The MPSAR on its side requested, among others, for post-qualification relevant experience to be in the same field as that required for the officer's substantive appointment. However, this could not be taken on board due to technical reasons.
- 16.9.6 The Bureau was also requested to clarify one of our recommendations why the experience acquired by an officer should be "under supervision", in order to make the latter eligible for the grant of incremental credit for possessing relevant experience prior to joining the service. This is so to ensure that the experience the officer claims to have acquired was relevant and appropriate and duly certified by someone qualified and reckoning experience in the field concerned.
- 16.9.7 We are therefore not bringing any change to the existing recommendations.

Recommendation 1

16.9.8 We recommend that:

- (i) officers falling under categories listed at paragraph 16.9.3 (i) (a) to (d), confirmed in service, and holding a substantive appointment in their current grade should, upon production of duly certified documentary evidence of experience acquired under supervision in a similar capacity either locally or internationally, under licensed private practice or in a legally recognised institution or firm, continue to be eligible for one incremental credit for each year of experience acquired prior to joining the service up to a maximum of three increments as from date of application;**
- (ii) employees falling under the categories laid down at paragraph 16.9.3 (i) (a) to (d) employed in either the Civil Service or Parastatal and other Statutory Bodies or Local Authorities or Private Secondary Schools, reported upon by the Pay Research Bureau, who move from one institution, where the Civil Service is considered as a single institution, to another where both are covered by the PRB, should be eligible for one incremental credit, for each year of experience acquired prior to joining the service in a similar capacity up to a maximum of three increments as from the date of application, provided the officer has been granted the initial salary in the salary scale of the newly promoted/appointed grade;**

- (iii) incremental credit for experience beyond three increments may be granted, subject to the approval of the MPSAR, in cases where an organisation encounters difficulty in the recruitment and retention of officers in a grade;
- (iv) the Standing Committee on Incremental Credit under the Chairmanship of the MPSAR, comprising representatives of the Ministry of Finance, the Mauritius Qualifications Authority, the Higher Education Commission, the Pay Research Bureau and, where necessary, the Ministry/Department/ Organisation concerned, should continue to examine applications for incremental credit for experience acquired prior to joining the service and make awards as appropriate; and
- (v) notwithstanding the above provisions, incremental credit for experience acquired prior to joining the service should not be granted to employees:
 - (a) who have benefitted from a negotiated salary at entry representing more than three increments at initial of the salary scale of the grade concerned through any specific recommendations contained in other Volumes of this Report; and
 - (b) who have been recruited in grades where at least three years' post-qualification experience is a requirement for appointment thereto.

Incremental Credit for Temporary Service

- 16.9.9 At present, officers are granted one incremental credit for each completed year of temporary service in the same capacity as for the substantive position, whether on first appointment or not, subject to meeting certain conditions.
- 16.9.10 Given that no representation was received in respect of incremental credit for temporary service, the present arrangements are considered appropriate and are, therefore, being maintained.

Recommendation 2

- 16.9.11 We recommend that one incremental credit for each completed year of temporary service in the same capacity as for the substantive position, should continue to be granted to employees whether on first appointment or not, provided that:
- (i) their service is continuous;
 - (ii) the adjusted salary is not higher than what the officer would have drawn had he been appointed in a substantive capacity on joining the grade concerned;

- (iii) in case of first appointment, eligible employees appointed as from 01 January 2026, do not draw a higher salary than officers appointed in the same capacity before 01 January 2026 and having a similar period of service or more;
- (iv) such incremental credit is payable as from the date the officer is appointed substantively in the post or the date of confirmation, as applicable; and
- (v) where the temporary service, in the case of a confirmed officer, is less than one year, one incremental credit is payable as from the date the officer completes one year service in the grade or on 01 January, whichever is the earlier.

Incremental Credit to Officers of Technical Cadre giving Assistance to Professionals

Recommendation 3

16.9.12 We recommend that officers in entry grades of a technical Cadre with a salary the maximum of which is not less than Rs 60600, may be allowed to move beyond their top salary incrementally by the number of additional increments as approved by the Standing Committee on Higher Qualification Incentive and Incremental Credit for possessing additional qualification should be maintained subject to incumbents:

- (i) holding a Degree or postgraduate Degree while the qualifications requirement for the entry grade is a Diploma; and
- (ii) being required to perform part of the professional functions on a sustained basis for at least one year.

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

Incremental Movement for Graduates and Professionals

16.9.14 Currently, officers in entry grades/promotional entry grades as well as officers belonging to promotional grades requiring a degree or a professional qualification and officers drawing salary up to a certain level are allowed to move beyond their respective top salary, subject to satisfying certain conditions.

16.9.15 This incremental movement beyond top was introduced to ensure that the remuneration package of graduates and professionals is competitive and the grant of the additional increment(s) is linked to performance criteria to instill a performance-oriented culture among officers of the Public Service.

- 16.9.16 After carrying out a study on this benefit, and considering the observations made by other parties, including the Ombudsman, we hold that the existing provisions are appropriate. However, we are providing clarification regarding eligibility for payment of subsequent increment(s).

Recommendation 4

- 16.9.17 We recommend that officers belonging to entry grades/promotional entry grades which require a University Degree or a recognised professional equivalent qualification and who draw salary in a scale the maximum of which is not less than Rs 77750, upon reaching the top salary of their grade, should be allowed to move incrementally in the Master Salary Scale up to salary point Rs 84500, provided they satisfy the performance criteria as set out at paragraph 16.9.21.
- 16.9.18 We also recommend that officers who draw salary in a scale the maximum of which is not less than Rs 86750 and not more than Rs 122000 and who have reached the top of their respective salary scale, should be allowed to move incrementally up to a maximum of two increments in the Master Salary Scale, provided they satisfy the performance criteria as set out at paragraph 16.9.21.
- 16.9.19 We further recommend that the above recommendations should also apply to officers drawing flat salaries in the corresponding range.
- 16.9.20 We additionally recommend that officers belonging to promotional grades which require a University Degree or an equivalent professional qualification and who draw salary in a scale the maximum of which is not less than Rs 77750 should, upon reaching the top salary of their grade, be allowed to move incrementally up to salary point Rs 80000 provided they satisfy the performance criteria as set out in the ensuing paragraph.

Performance Criteria

- 16.9.21 Eligible Officers should satisfy the following conditions to be able to move incrementally beyond their top salary, unless stated otherwise:
- (i) have drawn the top salary for at least 12 months;
 - (ii) where officers are eligible to move by more than one increment beyond their top salary, they should have drawn the first increment for at least 12 months;
 - (iii) have been efficient and effective in their performance during the preceding year; and
 - (iv) are not under report.

- 16.9.22 All the above recommendations regarding incremental movement for graduates and professionals should also apply in Parastatal Bodies, Local Authorities and the Rodrigues Regional Assembly.**

Long Service Increment

- 16.9.23 Employees in grades other than entry grades or promotional entry grades where a degree is required and grades with a salary scale the maximum of which is not less than Rs 69800, are currently eligible for the grant of Long Service Increment (LSI), subject to meeting certain criteria, namely officers should reckon at least 22 years' service in a single grade; and should have drawn the top salary of their salary scale for at least two years. In grades/cadres where there is limited or no opportunity for promotion, these two increments are meant as enhanced earnings to employees and also as a recognition of their long-term service.
- 16.9.24 In the last Report, this provision was enhanced whereby the qualifying number of years of service in a single grade was reviewed from 24 years to 22. For this review, Unions requested to further decrease the number of years to 15 and review the number of increments granted in respect of LSI to three. Additionally, Union proposed to ease the criteria for eligibility so that LSI be extended to all officers irrespective of their salary level and not to require them to stay on their top salary for two years but instead grant them LSI once they complete 22 years of service. After examining all the proposals, we are further enhancing this provision by reviewing downward the qualifying length of service.
- 16.9.25 Moreover, further to reported implementation problems encountered by the MPSAR with respect to this benefit, a working session was held with relevant stakeholders to thrash out certain issues and these have been addressed in this Report. The Bureau has also been informed that the recommendation for granting LSI is not being implemented in a uniform manner across the Public Service. In this respect, we wish to point out that **once an employee satisfies all the criteria, irrespective of chronological order, he should be eligible for the grant of LSI.**
- 16.9.26 We are, as a result, maintaining existing recommendations while providing for new ones to allow for consistency to prevail in their implementation. We are also reviewing the qualifying length of service.

Recommendation 5

- 16.9.27 We recommend that officers reckoning 20 years' service in a single grade and who have drawn the top of their respective salary scale for at least two years, should be eligible for a first increment for LSI, to be read from the Master Salary Scale and thereafter, a second and final increment should be paid after another period of two years.**

16.9.28 The above recommendation would not apply to officers in entry grades or promotional entry grades that require a degree AND grades with a salary scale the maximum of which is not less than Rs 86750 or above.

16.9.29 We also recommend that for the implementation of paragraph 16.9.27:

- (i) where two or more grades have been (a) merged or (b) restyled to a single appellation or (c) merged and restyled, the aggregate number of years of service reckoned in the grades concerned should be considered;
- (ii) where a Qualification Bar (QB) exists in a salary scale and an officer does not possess the required qualification to cross same, the salary point immediately before the QB shall be deemed to be the top salary;
- (iii) for officers who have been re-deployed by virtue of a decision of Government, and required to perform similar duties in a grade bearing the same or a different appellation, the aggregate number of years of service should be taken into consideration;
- (iv) where an officer has been allowed to move in the salary scale of a higher grade, as per a specific provision of our Report, it is deemed that he has not stayed in a single grade and, therefore, would not qualify for LSI;
- (v) where an eligible officer has moved beyond his top salary in the Master Salary Scale by virtue of a specific or general recommendation made by the Bureau, excluding (i) above, the salary point reached should be deemed as his new top;
- (vi) where an officer has moved beyond his top salary in the Master Salary Scale by virtue of some decision/provision not emanating from the Bureau, the new salary point reached following this movement should not be deemed as his top salary;
- (vii) where an officer has benefitted from additional increment(s) by virtue of specific provision(s) contained in our Report for possession of additional qualification(s), the new salary point reached after drawing the additional increment(s) shall be deemed to be his new top salary; and

- (viii) an officer who has been granted LSI in the first instance and subsequently qualifies for further movement as per a recommendation of the Bureau for possessing additional qualification, should be allowed to move over and above the salary point reached by virtue of LSI, by the number of increments as provided in the recommendation concerning possession of additional qualification.

16.9.30 For the purpose of implementing the above provisions, only one increment should be paid at a time in any calendar year.

