

OBSERVATIONS AND GENERAL PROVISIONS

This Chapter provides certain observations on some pertinent issues as well as a few general recommendations which are applicable in the RRA. Common main requests made by our stakeholders have equally been highlighted.

Administrative Reforms Committee

- 1.17 Recommendation was made in the EOAC 2013 Report for the setting up of an Administrative Reforms Committee (ARC) to deal with those matters/issues pertaining to Rodrigues that are normally referred to the MPSAR and its Standing Committees. Provision was also made for the MPSAR to consider the advisability of delegating powers to the ICE for the payment of *ad hoc* allowances, wherever warranted, in accordance with established criteria and principles.
- 1.18 In pursuance of the above recommendations, delegation of power was conferred by the MPSAR to the ARC in certain areas such as: payment of allowances; award of incremental credits; adjustment of salaries of officers who have been overpaid; approval regarding advertisement of vacancies; and clearance and terms of conditions for contract officers, among others.
- 1.19 During consultations, we have been apprised that the ARC was not set up and delegation of powers is not yet applicable. As a result, we have been requested by the Unions and Management to reinstate the provision for the setting up of ARC or to provide for another Committee/mechanism to address the various implementation issues at the RRA, particularly those relating to schemes of service.
- 1.20 After carefully examining the matter, we are putting in place an appropriate mechanism to resolve the issue.

Recommendation 1

- 1.21 **We recommend that the MPSAR should, after consultations with the RRA, consider the advisability of identifying areas where delegated powers may be conferred on the ICE, in accordance with established principles so as to expediate the resolutions of implementations issues.**

Creation of Grades

- 1.22 All the stakeholders have stressed on the need for the RRA to be provided with an appropriate organisation structure to cater for its specific requirements, among others. In most cases, this invariably meant the creation of an array of grades to reinforce the existing structures. In examining these proposals, the Bureau has taken into consideration the following:
- the need for the proper execution of tasks and establishment of a clear line of authority;

- the need to reconsider certain functions in line with the new policy/direction of the Commissions;
- certain structures need to be strengthened to be in compliance with legal requirements and regulations in force;
- some structures need to be reinforced at the top to cater for additional responsibilities and overall supervision/coordination and accountability; and
- certain functions need to be split for better efficiency and improved service delivery.

However, all provisions regarding creation of grades in this Volume should be implemented prospectively on a date to be determine by the Standing Committee on Creation of Grades

Results-Oriented Performance Management System and Performance-Related Incentive Scheme

- 1.23 Following its introduction in the Public Service in 2006, the Performance Management System (PMS) has been rolled out in the Public Sector, instilling to some extent a performance culture. However, the Performance-Related Incentive Scheme (PRIS) could not be implemented due to the absence of sufficient safeguards. Further to Government's renewed focus on improving productivity and performance in the Public Service, the Performance-Based Budgeting (PBB) has been re-introduced, as a strategic tool to assist in resource management and public sector accountability. Same would be extended in the Parastatal Bodies, Local Authorities and Rodrigues Regional Assembly and in this context, relevant legislations have been amended.
- 1.24 However, to improve the effectiveness and accountability in the management, operations and implementation of policies, there is need to shift the focus from the traditional approach, that is, from activities/outputs to one based on results, which strengthens the linkages between funding and results. In this perspective, the Bureau has provided in **Chapter Results-Oriented Performance Management System and Performance-Related Incentive Scheme in Volume 1 of this Report**, for, among others, the development of an Integrated Performance Management Framework for the implementation of a Results-Oriented Performance Management System (ROPMS) in the Public Sector, through an integrated approach by synergising the PBB and PMS. We consider that along with the ROPMS, a PRIS should be established and implemented as a means to recognise and appreciate the achievements of high performers.

Training and Development

- 1.25 Training and development rank high on the Government's agenda, with its commitment to transform public sector organisations so that they are future-ready, performance-driven and citizen-focused. During consultations, the Bureau has been apprised that in many quarters, difficulties are being encountered in providing training opportunities to employees. The main challenges faced

comprise a limited available budget; shortage of resource persons to act as trainers in the Public Sector; reluctance from Management to release their officers due to exigencies of service; measuring the effectiveness and value of training; and tracking the impact of training. Federations have also pointed out that employees of the Workmen's Group were not being provided with the relevant training or the training provided were inadequate, not attuned to the work performed and, in some instances, quasi-inexistent.

- 1.26 Since training is fundamental in enhancing employee's productivity and improving their performance, the Bureau is anew urging Management to provide appropriate and adequate training to employees, including those of the Workmen's Group. We have also provided for the Ministry of Public Service and Administrative Reforms (MPSAR), in collaboration with the Atal Bihari Vajpayee Institute of Public Service and Innovation, to dispense resilience training, among others, to public sector employees. **Recommendations related thereto have been made in Chapter Specific Conditions of Service of this Volume as well as the Chapter Training and Development in Volume 1 of this Report.**

Courses to be followed for Substantive Appointment

- 1.27 During consultations, we were informed that certain schemes of service require incumbents to follow specific training courses prior to being appointed in a substantive capacity. However, due to the small establishment size, there are often delays in the mounting of such courses by the relevant Authorities. The officers are, therefore, unduly penalised as they are compelled to serve in a temporary capacity for extended periods. A case was accordingly made for such requirements to be waived for the Rodriguan officers. While the Bureau acknowledges the constraints faced, it considers that the requirement for training cannot be waived as it is essential to ensure competency. We are, nevertheless, providing for a mechanism to address the issue.

Recommendation 2

- 1.28 **We recommend that the RRA should liaise with the relevant Authorities to explore the possibility of delivering the required courses through online platforms, wherever practicable.**

Schemes of Service

- 1.29 While examining the different requests from stakeholders, we noted several shortcomings pertaining to schemes of service of grades on the establishment of the RRA. Firstly, the scheme of service of more than 30 grades created in our previous Reports was not yet prescribed as at July 2025. Furthermore, officers thereat perform a wide range of duties including those which are specific to the RRA. However, these duties are in most cases not reflected in the scheme of service of the relevant grades, since they are generally aligned on what obtains for their Mauritian counterparts in the Civil Service. As a result, these schemes of service do not portray a true picture of the responsibilities and duties devolving

upon incumbents. Moreover, it has been reported that the alignment exercise often causes considerable delay in the prescription of the scheme of service concerned, owing to the fact that the scheme of service in the Civil Service is in the process of being amended. In the given circumstance, the Bureau is making appropriate recommendations to address these issues.

Recommendation 3

1.30 We recommend that:

- (i) the prescription and review of schemes of service of the grades in the RRA should be carried out and finalised within a period of three months; and
- (ii) the scheme of service of grades in the RRA should include the specific duties devolving upon incumbents in the grade to reflect the different aspects of the work.

Upgrading of Qualifications Requirement

- 1.31 Both Unions and Management from several quarters across the Public Sector have proposed for an upgrading of the qualifications requirement of grades at different levels owing to: an evolution in duties performed by officers; changes in work processes; and higher qualifications possessed by officers, among others.
- 1.32 In principle, qualifications are set based on the nature and level of duties/responsibilities, rather than on those possessed by incumbents. Furthermore, as qualification is only one of the compensable factors in job evaluation, an upgrading in same may not necessarily fetch a higher salary, particularly if the level and nature of duties have remained unchanged. **In such circumstance, prior to considering reviewing upward the qualifications requirement, we hold that it would be more appropriate for Management to properly assess the need for any amendment to same. To this end, general recommendations and relevant observations have been made in the Chapter Review of Schemes of Service and Qualifications in Volume 1 of this Report.**

Human Resource Planning

- 1.33 Various representations were made by Unions for the recruitment of additional staff and filling of vacant positions. It has been reported that in some cases, an acute shortage of staff in certain grades is adversely impacting on the efficiency, timeliness and overall quality of service delivery. In response to these concerns, we have provided **in the Chapter Recruitment, Promotion and Retention in Volume 1 of this Report, for public sector organisations to undertake a Human Resource Planning exercise, with a view to addressing their HR requirements, among others, and ensuring that all vacant positions are filled within a reasonable timeframe.**

Digitalisation and Artificial Intelligence Readiness

- 1.34 Further to Government laying much emphasis on the use of digital technologies and Artificial Intelligence (AI) in the Public Sector, Federations have expressed concern on the impact thereof on jobs, in general. Since we are still in an early phase in the application of AI, a proper assessment may not be possible at this stage. Nonetheless, AI should be considered as a tool to help Government to achieve its objectives, and that a sustainable approach to its adoption in the Public Sector should be favoured, based on three key pillars, namely: People, Processes and Technology.
- 1.35 Provisions have been made in **the Chapter Digitalisation and Artificial Intelligence Readiness in Volume 1 of this Report**, regarding the fostering of AI initiatives in the Public Sector and the need for capacity building so as to, *inter alia*, equip the technical staff of the Ministry of Information Technology, Communication and Innovation (MITCI) with the necessary skills and knowledge needed to work effectively with AI-related technologies. We have also provided for the proper training of public sector employees to ensure a smooth transition towards AI.

Performance Criteria

- 1.36 As per existing provisions, eligible officers in various grades are allowed to benefit from incremental movement beyond their top salary, subject to satisfying certain conditions. We have revisited same as hereunder:
- (i) **they should 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) **they should have been efficient and effective in their performance during the preceding year; and**
 - (iv) **they should not be under report.**

The above conditions are termed as “**Performance Criteria**”.

Mental Wellbeing

- 1.37 Both the Federations and MPSAR highlighted that mental wellbeing is essential for improved performance and productivity. The Bureau also recognises same as a strategic catalyst for enhancing workforce productivity, as it focuses on prevention, resilience and support. Despite the growing global and local awareness on the issue, persistent workplace stressors and stigma continue to erode employee engagement and output. Concerns over the sedentary lifestyle of public officers have also been underscored, with caution on “**sitting as the new smoking.**” To address these challenges, the Bureau has made a few provisions in the **Chapter Risk, Insurance and Compensation in Volume 1 of this Report**, to embed both mental and physical wellbeing into organisational frameworks,

through targeted interventions that foster resilience, reduce absenteeism, optimise performance and improve productivity.

Special Professional Retention Allowance

- 1.38 The Special Professional Retention Allowance (SPRA), introduced in the 2008 PRB Report to address skills shortages in the fields of Engineering, Architecture, and Quantity Surveying, was maintained in subsequent PRB Reports.
- 1.39 However, based on the findings of surveys carried out in the context of the 2016 PRB Report, the payment of SPRA was maintained up to 31 December 2016. Consequently, it was recommended that officers who have availed of this allowance and who leave or retire from the service should no longer be required to refund same. **We are reiterating this provision.**

Recommendation 4

- 1.40 **We recommend that officers who benefitted from the Special Professional Retention Allowance (SPRA) up to 31 December 2016 and are now leaving or retiring from the service, should no longer be required to refund the amount received under this scheme.**

Central Establishment – Library Services

- 1.41 Presently, grades pertaining to the Library Cadre are on the establishment of the Library Services under the Commission for Youth and Sports except for the grade of Library Officer which is on the establishment of the Human Resource Development Centre under the Deputy Chief Commissioner's Office.
- 1.42 The Library Clerk/Senior Library Clerks are called upon to assume higher responsibilities in the absence of Library Officers. We consider that for an efficient and effective use of human resources, all grades of the Library Cadre should be regrouped centrally on the establishment of the Library Services. Resultantly, appropriate provisions in connection thereto have been made in this Report under the different Commissions.

Grades abolished in Civil Establishment Order

- 1.43 The Bureau has noted that certain grades in the Civil Service and Rodrigues Regional Assembly which appeared in the 2021 PRB Report, have been subsequently abolished in the last four Civil Establishment Orders. **The grades concerned have been consequently deleted from the salary schedule of the Ministry/Department or Commission concerned in this Report.**

Main proposals of Individuals/Unions/Federations/Management

- 1.44 For this Report, the Bureau received a total of around 15400 representations. Listing all of these would have undoubtedly rendered the Report unnecessarily more voluminous. Among these representations, certain are common to all the Individuals/Unions/Federations/Management.

- 1.45 Further, the Unions/Federations have requested for a concise Report, written in a simpler language to ease understanding and avoid any misinterpretation of our recommendations, thereby ensuring consistency in their implementation. In this perspective, only the main representations for Individuals/Unions/Federations/Management have been mentioned. As for the common representations, since the same approach has been used during their examination by the Bureau, we are providing adequate explanations in respect thereof in the ensuing paragraphs.

Risk Allowance

- 1.46 With regard to the request for the grant of Risk Allowance, the Bureau has provided an appropriate mechanism, namely the Departmental Safety and Health Committee, to determine the eligibility thereof, as set out in the Chapter Risk, Insurance and Compensation in Volume 1 of this Report.

Filling of Posts/Establishment Size

- 1.47 Numerous representations were received regarding the filling of vacant posts and increase in establishment size. To this end, the Bureau has, in the Chapter on Recruitment, Promotion and Retention, highlighted the need for Management/Departments/Organisations to undertake a mandatory Human Resource Planning exercise with a view to, among others, determining the right number of staff required in each grade for effective delivery of their mandate.

Conditions of Service

- 1.48 Proposals regarding general Conditions of Service have been studied in a holistic manner and discussed with Federations of Unions and the MPSAR. Appropriate recommendations have subsequently been made in the relevant Chapters in Volume 1 of this Report.

Creation/Merging of Grades

- 1.49 In principle, grades are created on the basis of functional requirements, which in most cases have not been met. Further, we have not provided another level merely for the sake of ensuring a promotional path to officers while the impact would be on the organisation's capacity of service delivery or in terms of cost effectiveness. Merging of grades has been recommended where it was found to be consistent with the needs of the organisation or where there was major overlapping of duties, rendering supervision from the higher level superfluous.

Upgrading of Salary

- 1.50 All requests for salary upgrading were examined in the light of the job evaluation exercise conducted, taking into consideration, *inter alia*, all duties and responsibilities devolving on the grade, the evolution since the last Report, change in/additional qualifications required, a re-orientation of the sector as per Government decision. However, in some cases, the Bureau was unable to re-assess the grades in the absence of job-related information resulting from the non-submission of the Job Description Questionnaires, among others.

Restyling of Grades

- 1.51 Concerning restyling of grades, requests were favourably considered where the current job titles have become outdated; or do not portray a clear description of the duties performed. In some cases, grades have been retitled owing to legal requirements or where there was need for harmonisation. In quite a few instances, the demands for restyling were mainly to align on grades which carry a higher salary, implying a request for salary upgrading. The Bureau did not accede to such proposals.

Upgrading of Qualifications Requirement

- 1.52 Qualifications requirement is normally amended when there is a change in the essential/core duties and responsibilities of a grade and the existing qualifications are no longer adequate for the effective performance of the job. Where the current qualifications are deemed appropriate for the level of duties performed, they have been maintained. In many cases, the requests were simply made with the intention that the higher qualifications would fetch higher salaries and, therefore, lacked solid basis.

Duty Remission/Payment of Mileage Allowance

- 1.53 Many proposals were received for the grant of 70% duty remission and payment of mileage allowance. These proposals have been examined against a set of criteria together with the findings of the survey on Travelling and Car Benefits to determine eligibility. With regard to mileage allowance, appropriate provisions already exist concerning the rate payable per km whereas the authority to approve claims in respect of official travelling rests on Management.

Training

- 1.54 Demands, particularly from the staff side, have been made for the provision of training facilities to officers. The Bureau has underscored the importance of training and has made appropriate recommendations thereon.

