



PAY RESEARCH BUREAU

ANNUAL REPORT

FOR THE YEAR 2009



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FOREWORD

It is with utmost pleasure and honour that I am presenting the Annual Report of the Pay Research Bureau (PRB) for the year 2009.

Through this Report, the PRB aims to unfold its accomplishments during the year under review and create an understanding amongst its stakeholders of the role, responsibilities and functions of the Bureau. The Report also gives an overview of the PRB, including its mandate, staffing structure and framework within which the operations are carried out.

The year 2009 has, in the main, been marked by the publication of the Report on Errors, Omissions and Clarifications of the 2008 PRB Report.

After the publication of the main report in May 2008 and in accordance with specific provisions contained therein, a post review mechanism was instituted to deal with and look into cases of errors/omissions and such other issues related to interpretation/implementation problems.

Consultative meetings were held with the Federations of Unions and with individual Unions and Management upon request and where it was deemed necessary. All representations submitted to the Bureau were studied and examined with due diligence; and only those considered as valid within the framework of genuine errors and omissions were retained and corrective recommendations made. These changes/amendments were compiled and published in the Errors, Omissions and Clarifications (EOC) Report in June 2009.

In the delivery of our services, we operate in conformity with the quality standards ISO 9001:2000 and have during the year under review continued to improve on our processes and have reviewed our quality objectives.

In line with the principle of good governance, a Customer Feedback Survey was carried out in November/December 2009 to gauge the efficiency and effectiveness of our service delivery. This exercise has generated valuable data to help us better serve our customers.

Moreover, for improved organisational performance and for outcome-based strategies, we effectively implemented the Performance Management System (PMS) in all its rigour and in line with Government Policy, ensured the continued implementation of the Programme Based Budgeting (PBB).

We stand guided by our deep rooted core values and reaffirm our commitment for continuous improvement in our service delivery. I am, therefore, confident that we will consistently deliver with excellence on the mandate of the Bureau. I acknowledge the valued partnership of my stakeholders and the unflinching efforts of my staff.



K. Chengalanee
Director



CHAPTER I

VISION

MISSION

OBJECTIVES

CORE VALUES

VALUE STATEMENT



OUR VISION

To be a world class organisation in matters of pay and conditions of employment in the Public Sector.

OUR MISSION

To review the pay and grading structures, conditions of employment and organisational structures to enable excellence in the delivery of service in the Public Sector.

OUR MAIN OBJECTIVES

- (i) To carry out reviews of pay and grading structures in the Civil Service, Rodrigues Regional Assembly, Parastatal and other Statutory Bodies, Local Authorities and the Private Secondary Schools and to make appropriate recommendations with a view to:
 - (a) rendering the sector more efficient and effective;
 - (b) facilitating recruitment and retention of required skills in the service;
 - (c) boosting reforms initiatives;
 - (d) ensuring that reward in the Public Sector keeps pace with those of corresponding positions in the private sector, to the extent that it is desirable;
 - (e) establishing and maintaining reasonable differentials in respect of different categories of skills and levels of responsibility; and
 - (f) ensuring adequate linkage between pay and economic growth in the country.
- (ii) To conduct research and keep abreast of developments in the fields of Remuneration, Conditions of Employment, Organisation Design and the like.
- (iii) To advise on the proper design of organisation structures.
- (iv) To assist in the implementation of our recommendations.

OUR CORE VALUES

EQUITY AND FAIRNESS

We ensure that pay policies are just and fair and rewards are commensurate with responsibility, competence and contribution.

QUALITY AND TIMELINESS

We are committed to provide quality and timely services.

UNIFORMITY AND CONSISTENCY

We conduct the affairs of the Bureau in an equitable, uniform and consistent manner.

INTEGRITY

We are guided by standards of professional ethics and operate in a consultative and transparent manner.

TEAM SPIRIT

We foster teamwork, participation and the sharing of information.

YEARNING FOR EXCELLENCE

We strive to deliver on the frontiers of excellence in all our undertakings.

OUR VALUE STATEMENT

OUR CUSTOMERS

We value our customers. We are responsive and courteous and treat them fairly and honestly with high standards of professionalism and integrity.

OUR STAFF

We value our staff. We maximize their potential through continued training and development and expect them to show commitment, resourcefulness and enterprise.

OUR SERVICES

Our competent personnel are committed to provide excellent, qualitative, equitable, fair and timely services within prescribed standards and the limits of affordability. This is the measure of our efficiency and effectiveness as it is primordial for our existence.

OUR PARTNERS

We thrive with our partners for a first-class Public Service – *capable, innovative and forward-looking* – one of the best in the region

CHAPTER II

CORPORATE INFORMATION



CORPORATE INFORMATION

DIRECTORATE



Mr K. Chengalane
Director
Telephone: (230) 211 2513
Email: kchengalane@mail.gov.mu



Mr M. Aujayeb
Deputy Director
Telephone: (230) 211 2419
Email: maujayeb@mail.gov.mu

TECHNICAL STAFF



Name	Grade	Telephone	E-mail
Mr A. Hoosseney	Principal Job Analyst (assigned duties of Deputy Director w.e.f 20 November 2009)	(230) 211-3040	ahoosseney@mail.gov.mu
Mr T. Jeebodhun	Principal Job Analyst	(230) 211-2418	tjeebodhun@mail.gov.mu
Mr J. Curpenaick	Job Analyst (assigned duties of Principal Job Analyst w.e.f 18 August 2009)	(230) 211-2514	jcurpenaick@mail.gov.mu
Mr S. Nursing	Job Analyst	(230) 208-0960	snursing@mail.gov.mu
Mr A. Nagamah	Job Analyst	(230) 211-2524	anagamah@mail.gov.mu
Mrs I.D Kinnoo	Survey Officer	(230) 208-1287	ikinnoo@mail.gov.mu
Mr S. Seebah	Survey Officer	(230) 208-1287	sseebah@mail.gov.mu
Mr J. Ganoo	Survey Officer	(230) 208-1287	jganoo@mail.gov.mu
Mr A. Dumur	Survey Officer	(230) 211-2580	ardumur@mail.gov.mu

Name	Grade	Telephone	E-mail
Mr A.S Badurally Adam	Survey Officer	(230) 208-2035	sbadurally@mail.gov.mu
Mr P. P Bhugwant	Survey Officer	(230) 211-2580	pbhugwant@mail.gov.mu
Mr J. Boodhun	Survey Officer	(230) 211-3020	jaboodhun@mail.gov.mu
Mr I. Peryagh	Survey Officer	(230) 211-2580	iperyagh@mail.gov.mu
Mr D. A. Hulman	Survey Officer	(230) 210-1871	dhulman@mail.gov.mu
Mrs R. Cassam	Survey Officer	(230) 208-2035	rcassam@mail.gov.mu
Mrs S. N. Shibloll	Survey Officer	(230) 211-3020	sshibloll@mail.gov.mu
Mr V. Subrun	Survey Officer	(230) 210-1871	vsubrun@mail.gov.mu
Mrs A. Daramsing	Employment to give assistance at Survey Officer Level	(230) 208-1287	adaramsing@mail.gov.mu

SUPPORT STAFF



Name	Grade	Telephone	E-mail
Mrs L. Ramdenee	Secretary (Pay Research Bureau)	(230) 208-4216	lramdenee@mail.gov.mu
Mrs S. Sooriah	Financial Operations Officer	(230) 208-6989	ssooriah@mail.gov.mu
Mrs U. Pursun	Executive Officer	(230) 211-3045	upursun@mail.gov.mu
Mr N. K. Causy	Executive Officer	(230) 208-4200	–
Miss P. Sopur	Assistant Financial Operations Officer	(230) 208-6989	–
Mrs D. Jaunky	Confidential Secretary	(230) 211-2513	–

Name	Grade	Telephone	E-mail
Mrs N. Lai Lim	Confidential Secretary	(230) 211-2514	–
Mrs R. Paraouty	Confidential Secretary	(230) 211-3040	–
Mrs A. B. Luchmun	Confidential Secretary	(230) 211-2419	–
Mrs S. Burjoo	Confidential Secretary	(230) 211-2418	–
Mr K. Sujeebun	Clerical Officer/Higher Clerical Officer	(230) 211-3046	–
Mrs R. Tapsee (on leave without pay)	Clerical Officer/Higher Clerical Officer	(230) 208-4200	–
Mrs J. Lobin	Clerical Officer/Higher Clerical Officer	(230) 211-3046	–
Miss S. Salik	Clerical Officer/Higher Clerical Officer	(230) 211-3046	–
Mrs A. Lemasson	Word Processing Operator	(230) 211-2514	–
Miss D. Mohit	Word Processing Operator	(230) 211-2513	–
Mr R. Mooruth	Head Office Care Attendant	(230) 211-3046	–
Mr G. Kainiapanaiken	Office Care Attendant	(230) 211-3046	–
Mr H. Taukoo	Office Care Attendant	(230) 211-3046	–
Mr M. Ramjan	Office Care Attendant	(230) 211-3046	–
Mr B. Nunkoo	Office Care Attendant	(230) 211-3046	–
Mr R. Ramburn	Driver	(230) 211-3046	–

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CHAPTER III

PAY RESEARCH BUREAU – AN OVERVIEW



PAY RESEARCH BUREAU

AN OVERVIEW

The Pay Research Bureau (PRB), set up in 1977 as an independent organisation under the aegis of the Prime Minister's Office, became operational in March 1978. Its main function is to carry out continuous review of Pay and Grading Structures and Conditions of Service in the Public Sector (the Civil Service, Parastatal and other Statutory Bodies, Local Authorities, Rodrigues Regional Assembly) and the Private Secondary Schools.

The Bureau carries out the Pay and Grading exercise in respect of Ministries (22), Departments/Divisions of the Civil Service (55), Parastatal Bodies (87), Local Authorities (9), the Rodrigues Regional Assembly and the Private Secondary Schools (110). The Bureau also makes specific recommendations for public service pensioners, holders of constitutional posts and other statutory posts as well as for advisers/officers employed on contract.

The Bureau published its first Report in 1982. Thereafter, on a quinquennial basis, successive Reports on the overall review of the Pay and Grading Structures and Conditions of Service in the Public Sector and the Private Secondary Schools were published in the years 1987, 1993, 1998, 2003 and 2008.

An Errors, Omissions and Clarifications (EOC) Report is normally published within 12 months after the publication of a main Report with a view to addressing genuine errors and omissions arising out of the main Report and providing clarifications to facilitate implementation/interpretation of recommendations.

The Bureau generally attends to its stakeholders through the Ministry of Civil Service and Administrative Reforms. It also provides direct services over the phone, through e-mails, letters or through personal contacts to a large customer base of about 170 organisations, 300 staff associations, 83000 public officers, 23000 public service pensioners, and to some 5600 employees and 1200 pensioners of the Private Secondary Schools.

Officers of the Bureau act as resource persons in seminars and workshops organised by Unions/Federations to expatiate on recommendations contained in the PRB Report and give additional information and clarifications.

The Web Site of the Bureau provides accessibility to its Reports and details of services available to its stakeholders and to the public at large.

The organisation structure of the Bureau comprises the Director, two Deputy Directors and a staffing complement of three Principal Job Analysts, four Job Analysts, 12 Survey Officers, a Secretary and a support staff of 19 members.



CHAPTER IV

YEAR UNDER REVIEW AND SERVICES PROVIDED



YEAR UNDER REVIEW

The year 2009 was marked by the publication in June of the report on Errors, Omissions and Clarifications of the 2008 PRB Report in the Public Sector and the Private Secondary Schools.

In line with provisions made in the 2008 PRB Report, a post review mechanism was put in place to deal with and/or look into such cases of omissions or errors and such other issues or matters relating to interpretation/implementation problems.

Among other things, during the year under review, the Bureau improved on its processes under the National Quality System Certification MS ISO 9001:2000; reviewed its quality objectives; ensured the continued implementation, in line with Government Policy, of the Programme-Based Budgeting (PBB) System; and effectively implemented the Performance Management System (PMS).

THE ERRORS, OMISSIONS AND CLARIFICATIONS REPORT (2009)

The Errors, Omissions and Clarifications (EOC) Report was prepared mainly to address the omissions and to redress the errors of the 2008 PRB Report on the overall Review of Pay and Grading Structures and Conditions of Service in the Public Sector (Civil Service, Rodrigues Regional Assembly, Parastatal and other Statutory Bodies, and Local Authorities) and the Private Secondary Schools.

Consultations/Meetings held at the Bureau

Initially, meetings were held with the main federations of unions at their request to explain the modus operandi and to clarify issues of a general nature. Meetings were also held with unions and management only in cases deemed expedient. Overall, some 471 such meetings were held.

MEETING WITH FEDERATION



Representations

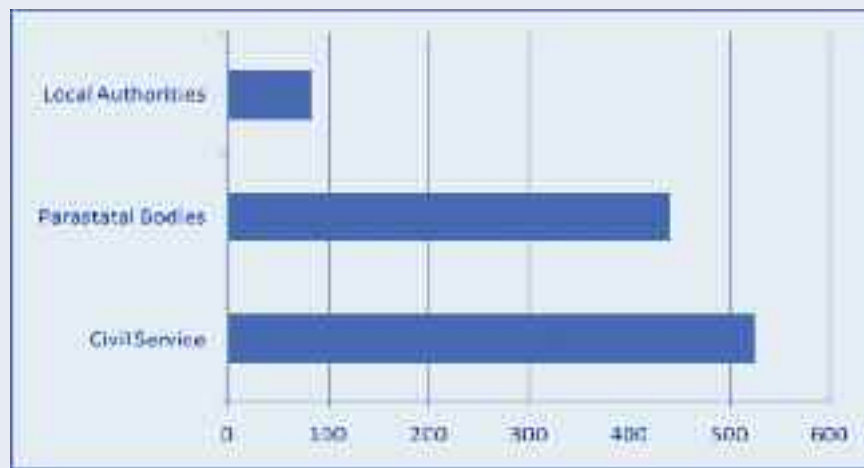
The Bureau received and processed some 1050 representations and submissions from employees, staff associations, retirees as well as management in the context of the 2009 EOC Report. Table 1 below gives the distribution of representations by sector

TABLE 1: DISTRIBUTION OF REPRESENTATIONS PROCESSED BY SECTOR

Civil Service	Parastatal Bodies	Local Authorities	Total
526	441	83	1050

The distribution of representations per category is displayed in the chart at Figure 1 below:

FIGURE 1:



Invariably all representations received were studied and examined with due diligence. Only those representations considered as valid within the framework of genuine errors and omissions were retained and corrective recommendations made.

Clarifications and other corrective recommendations were also made to facilitate implementation/interpretation of the main Report. In a few instances, the texts were revisited to remove rigidities and/or ambiguities in order to render the recommendations actionable, thus easing the implementation process.

Visit To Rodrigues

The Director and the Deputy Director also effected a visit to Rodrigues from 03 to 06 May 2009 to give further explanations and clarifications to the public officers as well as representatives of staff associations on different issues arising out of the 2008 PRB Report. Around 200 officers, including union leaders, attended the different sessions.

QUALITY MANAGEMENT SYSTEM

The Bureau is ISO certified and has been awarded the MS ISO 9001:2000 Certification under the National Quality System Certification since 2007.

During the year 2009, the Bureau has continued to improve on its processes and has reviewed the following quality objectives:

- (i) the processing of requests in between reviews from 12 working days to 10 working days from receipt of relevant/complete information;
- (ii) examination and report on design/redesign of organisation structures from one month to four weeks as from the receipt of all relevant data; and
- (iii) reply to queries on interpretation/clarification of recommendations within five working days instead of seven working days of the receipt of all relevant/complete information.

To ensure process control and maintain standards of delivery, 76 internal audit exercises were carried out covering all the 47 processes of our Quality Manual. Detailed statement of internal audit exercises is given hereunder:

Sector Period	QMS	Technical	Registry & Administration	Finance	Procurement
Jan 2009 – June 2009	4	8	10	4	6
July 2009 – Dec 2009	6	5	14	11	8

PROGRAMME-BASED BUDGETING

In line with Government Policy, the Bureau implemented the Programme-Based Budgeting (PBB) System. The objectives achieved for the year 2009 are outlined below: -

- The publication of the report on Errors, Omissions and Clarifications of the 2008 PRB Report in the Public Sector.
- Assistance in the implementation of the 2008 PRB Report on the Review of Pay and Grading Structures and Conditions of Service in the Public Sector (Civil Service, Parastatal and other Statutory Bodies, Local Authorities and Rodrigues Regional Assembly) and the Private Secondary Schools.
- Production on a continuous basis of *ad-hoc* Reports on, *inter alia*, design/redesign of organisation structures, salary and grading structures and conditions of employment.
- Provision of Consultancy Services on a continuous basis to about 170 organisations in the Public Sector (Civil Service, Parastatal and Other Statutory Bodies, Local Authorities and Rodrigues Regional Assembly) and the Private Secondary Schools.

PERFORMANCE MANAGEMENT SYSTEM

The Performance Management System was effectively implemented in the year 2009. This started in January with the performance planning where officers of the Bureau mutually agreed upon the objectives to be achieved and the key performance areas to be appraised during the performance review.

The progress review (mid-term appraisal) took place in June 2009 and officers of the Bureau were provided with appropriate feedback on their achievements. Areas of concern were highlighted for corrective actions.

A performance review (end of year appraisal) was carried out in December 2009 and a performance report prepared in respect of each officer.

ONGOING ACTIVITIES

- **Assessment of new grades/levels and advice on remuneration of contract officers in the Public Sector**

The Bureau has set the salary of new grades; grades in respect of which schemes of service were amended in terms of qualifications, duties, responsibilities and hours of work; and for contract officers/advisers. The new grades have, *inter alia*, been assessed on the proposed duties, responsibilities, and prescribed qualifications whereas the salaries of officers on contract have been determined on the basis of the profile of the candidates including qualifications and experience, their suitability for the designated position as well as their duties and responsibilities.

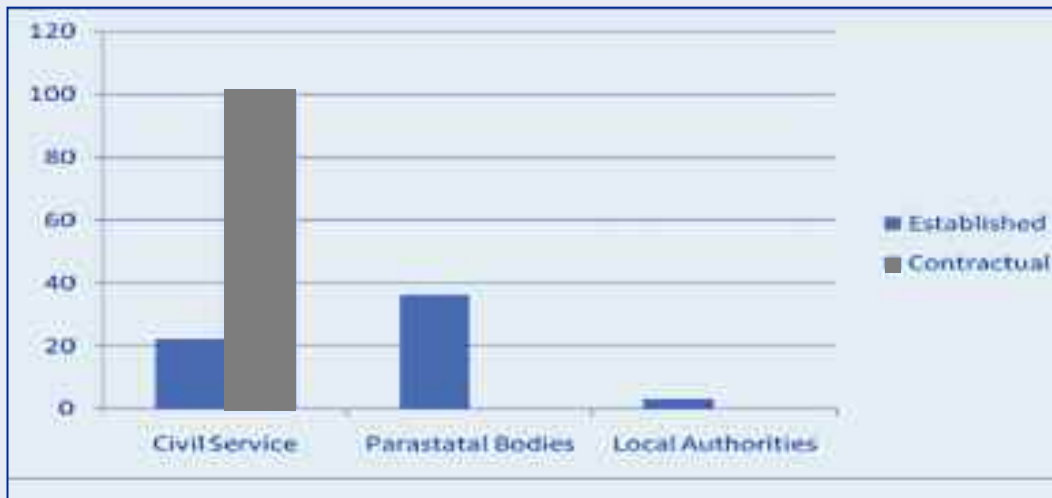
- **Salary Gradings**

The Bureau has set the salaries in some 162 cases during the year 2009. The distribution of cases per category is given in Table 2 below and represented in the chart at Figure 2.

TABLE 2: NUMBER OF SALARY GRADINGS FOR THE YEAR 2009

	Civil Service	Parastatal Bodies	Local Authorities	Total
Established	22	36	3	61
Contractual	101	—	—	101
Total	123	36	3	162
Percentage(%)	75.9	22.2	1.9	100

FIGURE 2: NUMBER OF SALARY GRADINGS FOR THE YEAR 2009



- **Queries/Clarifications/Correspondence**

After the publication of the 2009 EOC Report, the Bureau, as usual, provided information on any problem arising out of implementation including interpretation issues to any concerned parties, namely employees, union representatives, pensioners and other casual callers. In all, we dealt with some 712 cases. This figure also includes cases received by e-mails which were responded to expeditiously within 24 hours.

- **Attending Court**

Senior Officers of the Bureau attended Court/Tribunal/Industrial Relations Commission as witness/co-defendant in three cases of industrial disputes arising out of interpretation/clarification of recommendations.

- **Providing consultancy and advisory services and participation in multi-disciplinary teams in the conduct of Job Inspection, Scrutiny and Management Review exercises**

Officers of the Bureau formed part of multi-disciplinary teams/committees set up to carry out management analysis, consultancy exercises and staff inspections in public sector organizations. During the year 2009, one such exercise was carried out in respect of the recently established Fashion and Design Institute and advice was tendered on the organization design including the framing of schemes of service and the determination of appropriate number of levels.

Participation in Standing Committees

The Director or his representatives participated in the following committees during year 2009: Standing Committee on Organisation Design, Standing Committee on Incremental Credit for Experience and for Additional Qualifications, Standing Committee on Uniforms, Standing Committee on Pensions, Foreign Service Committees, Standing Committee for the categorization of Statutory Boards and Committees, National Gender Focal Points Committee, Technical Committee for Refund of Course and Examination Fees, and that on Code of Ethics.

- **Participation in Public Sector Reforms**

Several recommendations contained in the 2008 PRB Report on Public Sector Reforms/Initiatives have been implemented. The Ministry of Civil Service and Administrative Reforms has spearheaded several reform programmes in the Public Sector and has initiated a number of strategies. The staff of the Bureau have closely assisted in the implementation of these recommendations. The Director is a member of the Public Sector Reforms Steering Committee (PSRSC)

- **High Powered Committee**

The Director is a member of the High Powered Committee which, among others, looks into issues arising out of implementation of the PRB recommendations. The Committee which is chaired by the Secretary to Cabinet and Head of the Civil Service comprises, in addition to the Director, Pay Research Bureau, the Financial Secretary and the Senior Chief Executive/Supervising Officer, Ministry of Civil Service and Administrative Reforms.

OTHER ACTIVITIES

The PRB Staff Welfare Association was set up on 14 October 2009 with the mission of catering for the well-being of its members. It is duly registered with the Registry of Associations and is affiliated to the Public Officers' Welfare Council.

The first activity in which the Association participated was the Civil Service Kermess held on Sunday 08 November 2009. The Association set a stall and offered food items for sale. Most of the members participated in a surge of team spirit.

The Association, in collaboration with Management, organised the end-of-year get-together party at Hotel Le Palmiste, Trou aux Biches on 23 December 2009.

CIVIL SERVICE KERMESS





Sale of food items at Gymkhana Vacoas

FEEDBACK ON OUR SERVICES

With a view to gauging the quality of services delivered by the Bureau in terms of its core values, a Customer Feedback Survey was launched in the month of December 2009. A Feedback Survey Questionnaire was dispatched, along with an updated Customer Charter of the Bureau, to around 500 respondents comprising Ministries/Departments, Parastatal Bodies, Local Authorities and Staff Associations.



CHAPTER V

RESEARCH, TRAINING AND DEVELOPMENT



RESEARCH

Research is an inbuilt core activity of the Bureau. It is carried out in the fields of remuneration practices, pay systems, grading structures, conditions of service and public sector reforms to keep abreast of latest developments both at the local level and in overseas jurisdictions.

To this end the Bureau makes full use of its ICT equipment comprising a dedicated server and some 27 personal computers.

The Bureau also has a Local Area Network which is connected to the Government Online Centre (GOC) through which the officers have easy access to internet facilities.

The Documentation Unit of the Bureau has a collection of statutes, books, reports, periodicals and research papers.

TRAINING AND DEVELOPMENT, 2009



During the period 2009, the Bureau provided its staff with ongoing training and continuous professional development through short focused courses, seminars and workshops. The strategic aims were to upgrade the skills of staff for an effective service delivery; uphold the core values of the Bureau; and provide a supportive learning environment to promote equitable access to training and career development. In the design of in-house training, care was thus taken to balance organizational, service, professional and individual needs.

The year 2009 was particularly marked by the maiden one-day workshop organized by the Bureau. It was well attended and evaluated and comprised programmes in technical areas to meet the competency requirements of professional staff to deliver in their roles. It also served as a forum for in-depth discussions on the strategies to be adopted by the Bureau for the forthcoming Report.



Courses, Seminars and Workshops/Conferences attended by PRB Staff during the year 2009:

➤ ***Mr M. Aujayeb, Temporary Deputy Director***

Training Programme on Leadership and Supervision through the Open Distance Learning (ODL) Mode, Mauritius College of the Air on 06 & 27 May, 17 June, 08 & 29 July and 19 August 2009.

One day Workshop on Information Security Management System Implementation, La Cannelle, Domaine Les Pailles, National Computer Board on 01 June 2009.

One day Workshop on Preparation of Consolidated Citizens Charter for Public Service, Grand Bay Conference Centre, Ministry for Consumer Protection and Citizens Charter on 10 August 2009.

One day Seminar on Tackling Climate Change through Standards, Mauritius Standards Bureau on 14 October 2009.

Half day Seminar on Quality for Sustainable Development, Mauritius Standards Bureau on 12 November 2009.

➤ ***Mr A. Hoosseney, Ag Deputy Director***

Half day Seminar on Quality for Sustainable Development, Mauritius Standards Bureau on 12 November 2009.

➤ ***Mr T. Jeebodhun, Principal Job Analyst***

Training Programme on Leadership and Supervision through the Open Distance Learning (ODL) Mode, Mauritius College of the Air on 22 April, 13 May, 03 & 24 June, 15 July and 05 August 2009.

- ***Mr J. Curpenaick, Acting Principal Job Analyst***
2½ days Training in Effective Communication Skills, Ministry of Civil Service & Administrative Reforms from 02 to 04 June 2009.
- ***Mr S. Nursing, Job Analyst***
2½ days Training in Effective Communication Skills, Ministry of Civil Service & Administrative Reforms from 12 to 14 August 2009.

Half day Seminar on Quality for Sustainable Development, Mauritius Standards Bureau on 12 November 2009.
- ***Mr A. Nagamah, Job Analyst***
2½ days Training in Effective Communication Skills, Ministry of Civil Service & Administrative Reforms from 25 to 27 May 2009.
- ***Mr J. Ganoo, Survey Officer***
2 days Training Programme in Negotiation Skills, Ministry of Civil Service & Administrative Reforms from 28 to 29 April 2009.
- ***Mr T. N. Sokappadu, Survey Officer***
2 days Training Programme in Negotiation Skills, Ministry of Civil Service & Administrative Reforms from 21 to 22 April 2009.

2½ days Training Programme in Effective Communication Skills, Ministry of Civil Service & Administrative Reforms from 18 to 20 May 2009.
- ***Mr A. S. Badurally Adam, Survey Officer***
2 days Training Programme in Negotiation Skills, Ministry of Civil Service & Administrative Reforms from 16 to 17 March 2009.
- ***Mr P. P. Bhugwant, Survey Officer***
2 days Training Programme in Negotiation Skills, Ministry of Civil Service & Administrative Reforms from 24 to 25 March 2009.
- ***Mr J. Boodhun, Survey Officer***
2 days Training Programme in Negotiation Skills, Ministry of Civil Service & Administrative Reforms from 30 to 31 March 2009.
- ***Mr I. Peryagh, Survey Officer***
2 days Training Programme in Negotiation Skills, Ministry of Civil Service & Administrative Reforms from 30 to 31 March 2009.
- ***Mr D. A. Hulman, Survey Officer***
2 days Training Programme in Negotiation Skills, Ministry of Civil Service & Administrative Reforms from 21 to 22 April 2009.

➤ ***Mrs R. Cassam, Survey Officer***

2 days Training Programme in Negotiation Skills, Ministry of Civil Service & Administrative Reforms from 23 to 24 April 2009.

2½ days Training in Effective Communication Skills, Ministry of Civil Service & Administrative Reforms from 09 to 11 June 2009.

➤ ***Mrs S. Nobutsing-Shibloll, Survey Officer***

2 days Training Programme in Negotiation Skills, Ministry of Civil Service & Administrative Reforms from 28 to 29 April 2009.

2½ days Training in Effective Communication Skills, Ministry of Civil Service & Administrative Reforms from 16 to 18 June 2009.

➤ ***Mr V. Subrun, Survey Officer***

2 days Training Programme in Negotiation Skills, Ministry of Civil Service & Administrative Reforms from 05 to 06 May 2009.

2½ days Training in Effective Communication Skills, Ministry of Civil Service & Administrative Reforms from 02 to 04 June 2009.

➤ ***Mrs A. Daramsing, Employment to give assistance at Survey Officer Level***

2 days Training Programme in Negotiation Skills, Ministry of Civil Service & Administrative Reforms from 05 to 06 May 2009.

2½ days Training in Effective Communication Skills, Ministry of Civil Service & Administrative Reforms from 02 to 04 June 2009.

➤ ***Mrs L. Ramdenee, Secretary, PRB***

2 days Training Programme in Negotiation Skills, Ministry of Civil Service & Administrative Reforms from 16 to 17 March 2009.

2½ days Training in Effective Communication Skills, Ministry of Civil Service & Administrative Reforms from 09 to 11 June 2009.

One day Workshop on Preparation of Consolidated Citizens Charter for Public Service, Grand Bay Conference Centre, Ministry for Consumer Protection and Citizens Charter on 10 August 2009.

➤ ***Mrs U. Pursun, Higher Executive Officer***

2½ days Training in Effective Communication Skills, Ministry of Civil Service & Administrative Reforms from 16 to 18 June 2009.

2 days Training Programme on Team Building and Motivation for Public Officers, Ministry of Civil Service & Administrative Reforms from 26 to 27 October 2009.

➤ ***Mr N. K. Causy, Executive Officer***

2½ days Training in Effective Communication Skills, Ministry of Civil Service & Administrative Reforms from 09 to 11 June 2009.

➤ ***Mrs D. Jaunky, Confidential Secretary***

3½ days Refresher Course in ICT for Confidential Secretaries & Senior Word Processing Operator, Ministry of Civil Service & Administrative Reforms on 31 March 2009, from 01 to 02 April 2009.

➤ ***Mrs N. Lai Lim, Confidential Secretary***

3½ days Refresher Course in ICT for Confidential Secretaries & Senior Word Processing Operator, Ministry of Civil Service & Administrative Reforms from 24 to 26 March 2009.

➤ ***Mrs R. Paraouty, Confidential Secretary***

Award Course for Confidential Secretaries, University of Technology, Mauritius, Ministry of Civil Service & Administrative Reforms from 27 January to 19 May 2009.

3½ days Refresher Course in ICT for Confidential Secretaries, Ministry of Civil Service & Administrative Reforms from 11 to 13 August 2009.

➤ ***Mrs A. B. Luchmun, Confidential Secretary***

Award Course for Confidential Secretaries, University of Technology, Mauritius, Ministry of Civil Service & Administrative Reforms from 27 January to 19 May 2009.

3½ days Refresher Course in ICT for Confidential Secretaries, Ministry of Civil Service & Administrative Reforms from 28 to 30 July 2009.

➤ ***Mrs S. Burjoo, Confidential Secretary***

3½ days Refresher Course in ICT for Confidential Secretaries and Senior Word Processing Operators, Ministry of Civil Service & Administrative Reforms from 10 to 12 February 2009.

➤ ***Mr K. Sujeebun, Clerical Officer/Higher Clerical Officer***

2 days Training Course for Public Officers (who have opted for appointment as Officer), Ministry of Civil Service & Administrative Reforms from 07 to 08 December 2009.

➤ ***Mrs A. Lemasson, Word Processing Operator***

2½ days Training on Excel and Powerpoint for Word Processing Operators, Ministry of Civil Service & Administrative Reforms from 13 to 15 October 2009.

➤ ***Mr R. Mooruth, Head Office Care Attendant***

2 days Training in Public Relations and Customer Care for Office Care Personnel, Ministry of Civil Service & Administrative Reforms from 16 to 17 July 2009.

➤ ***Mr G. Kaniapanaiken, Office Care Attendant***

2 days Training in Public Relations and Customer Care for Office Care Personnel, Ministry of Civil Service & Administrative Reforms from 03 to 04 September 2009.

➤ ***Mr H. Taukoor, Office Care Attendant***

2 days Training in Public Relations and Customer Care for Office Care Personnel, Ministry of Civil Service & Administrative Reforms from 30 September to 01 October 2009.

➤ ***Mr M. Ramjan, Office Care Attendant***

2 days Training in Public Relations and Customer Care for Office Care Personnel, Ministry of Civil Service & Administrative Reforms from 08 to 09 October 2009.

➤ ***Mr B. Nunkoo, Office Care Attendant***

2 days Training in Public Relations and Customer Care for Office Care Personnel, Ministry of Civil Service & Administrative Reforms from 03 to 04 December 2009.

IN-HOUSE TRAINING DURING THE YEAR 2009

Date	Topics	Resource Person/Facilitator
04 September 2009	High Profile PRB Business Process Chart: The six paths leading to a major review and its associated assignments	Mr Chengalanee, Director
15 October 2009	Public Sector Management Reforms	Mr Jeebodhun & Group
27 October 2009	Reforms	Mr Curpen Naick & Group
03 November 2009	Challenges on the Implementation of Performance Related Pay (PRP) in the Civil Service	Mr Hoosseney & Group
10, 11 & 13 November 2009	Report Writing	Mr C. Sooben
09 December 2009	Workshop on “Reflection on the Activities of the Bureau and the Way Forward for the Next Review” <ul style="list-style-type: none"> ● Leadership and Team Building ● Research Methodology ● Salary Determination/Fixation ● Implementation of PMS at PRB ● Chairing Committees ● Meeting with Management/ Unions/Individuals ● Updating of Database ● Conduct of Surveys/QMS 	Mr Vythilingum Mr Nowbutsing Mr Chengalanee, Director Mr Curpen Naick, Job Analyst Mr Aujayeb, Temporary Deputy Mr Jeebodhun, Principal Job Analyst Mr Hoosseney, Ag Deputy Director

CHAPTER VI

EXPENDITURE



EXPENDITURE

The expenses of the Bureau for the last three financial years are as follows:

Expenses	2007-2008 Rs 000	2008-2009 Rs 000	July 2009-Dec2009 Rs 000
Personal Emoluments	13,173	13,937	8,695
Travelling and Transport	1,767	1,796	880
Maintenance and Running of Vehicles	137	255	23
IT Facilities	442	62	14
Others:			
Staff Welfare	10	15	15
Overtime	1,247	650	85
Office Expenses	349	85	32
Telephone Bills	321	225	113
Rent	2,109	2,109	1,157
Office Equipment and Furniture	194	257	29
Training of Staff	109	159	28
Electricity Charges	613	760	320
Water Charges	9	3	2
Publications	53	18	5
Uniforms	18	28	18
Maintenance of Buildings, ground, etc	75	8	60
Printing and stationery	145	270	50

PROGRAMME BASED BUDGET (PBB) STATEMENT FOR 2009

PROGRAMME 231

Public Sector Compensation and HRM Policy and Strategy

OUTCOME

Regular reviews of Pay and Grading Structures and Conditions of Service in the Public Sector (Civil Service, Parastatal and other Statutory Bodies, Local Authorities and Rodrigues Regional Assembly) and the Private Secondary Schools.

MAJOR ACHIEVEMENTS FOR 2008/2009

1. Assistance in the implementation of the 2008 PRB Report on the Review of Pay and Grading Structures and Conditions of Service in the Public Sector (Civil Service, Parastatal and other Statutory Bodies, Local Authorities and Rodrigues Regional Assembly) and the Private Secondary Schools.
2. The publication of the report on Errors, Omissions and Clarifications of the 2008 PRB Report in the Public Sector.
3. Production on a continuous basis of *ad-hoc* reports on, *inter alia*, design/redesign of organisation structures, salary and grading structures and conditions of employment.
4. Provision of Consultancy Services on a continuous basis to about 170 organisations (Civil Service, Parastatal and other Statutory Bodies, Local Authorities and Rodrigues Regional Assembly) and the Private Secondary Schools.
5. Active participation in multi-disciplinary teams, standing committees dealing with public sector reforms, etc.

ESTIMATES

Item No	Details	Estimates July-Dec 2009 Rs 000
21	Compensation to Employees	10,705
21110	Personal Emoluments	9,490
21111	Other staff costs	1,215
22	Goods and services	2,395
22010	Cost of Utilities	555
22030	Rent	1,150
22040	Office equipment and furniture	75
22050	Office Expenses	82
22060	Maintenance	200
22070	Cleaning Services	30
22100	Publications and Stationery	200
22120	Fees for Training	75
22900	Other Goods and Services	28

APPENDICES

I ORGANISATION CHART

II CUSTOMER CHARTER



APPENDIX I

I ORGANISATION CHART





APPENDIX II

II CUSTOMER CHARTER

PAY RESEARCH BUREAU

CUSTOMER CHARTER

PARENT MINISTRY

The Pay Research Bureau is an independent organisation operating under the vote of the Prime Minister's Office.

OUR VISION

To be a world class organisation in matters of pay and conditions of employment in the public sector.

OUR MISSION

To review the pay and grading structures, conditions of employment and organisation structures to enable excellence in the delivery of service in the public sector.

OUR OBJECTIVES

- (i) To carry out reviews of pay and grading structures in the Civil Service, Rodrigues Regional Assembly, Parastatal and other Statutory Bodies, Local Authorities and the Private Secondary Schools and to make appropriate recommendations with a view to:
 - (a) rendering the sector more efficient and effective;
 - (b) facilitating recruitment and retention of required skills in the service;
 - (c) boosting reforms initiatives;
 - (d) ensuring that reward in the public sector keeps pace with those of corresponding positions in the private sector, to the extent that it is desirable;
 - (e) establishing and maintaining reasonable differentials in respect of different categories of skills and levels of responsibility; and
 - (f) ensuring adequate linkage between pay and economic growth in the country.
- (ii) To conduct research and keep abreast of developments in the fields of Remuneration, Conditions of Employment, Organisation Design and the like.
- (iii) To advise on the proper design of organization structures.
- (iv) To assist in the implementation of our recommendations.

OUR CORE VALUES

Equity and Fairness: We ensure that pay policies are just and fair and rewards are commensurate with responsibility, competence and contribution.

- Quality and Timeliness:* We are committed to provide quality and timely services.
- Uniformity and Consistency:* We conduct the affairs of the Bureau in an equitable, uniform and consistent manner.
- Integrity:* We are guided by standards of professional ethics and operate in a consultative and transparent manner.
- Team Spirit:* We foster teamwork, participation and the sharing of information.
- Yearning for Excellence:* We strive to deliver on the frontiers of excellence in all our undertakings.

OUR CUSTOMERS

- Government
- Ministries/Departments
- Parastatal and other Statutory Bodies
- Local Authorities
- Rodrigues Regional Assembly
- Private Secondary Schools Employees
- Private Secondary Schools Pensioners
- Private Organisations
- Public Sector Employees
- Public Sector Pensioners
- Staff Associations

MAIN SERVICES PROVIDED/CUSTOMER STANDARDS

- Publish a report on the General Review of Pay and Grading Structures and Conditions of Service once every five years.
- Publish a report on Errors, Omissions and Clarifications of the main PRB Report within one year.
- Process requests **within 10 working days** from receipt of relevant/complete information as regards:
 - (a) Advice on remuneration and on terms of employment of contract officers.
 - (b) Salary grading for new posts.
 - (c) Regrading existing posts following changes in qualifications, duties and specifications (knowledge, skills and abilities).
 - (d) Eligibility criteria for duty free facilities on cars and auto/motorcycles and other travelling benefits.
 - (e) Determination/revision of allowances.
 - (f) Advice on pensionable emoluments for public sector pensioners.
 - (g) Determination of remuneration packages of officers in posts established under the Constitution or any other Law.
- Examine and report **within four weeks** as from receipt of all relevant data, on all cases concerning design/redesign of organisation structures.
- Examine all queries regarding interpretation /clarification of recommendations and make a reply **within five working days** of the receipt of relevant/complete information.
- Advise on conditions of service and employee benefits **within 12 working days** from receipt of all relevant information.
- Advise on the proper procedures to make representations in general.
- Form part of various standing committees and other committees on reforms.
- Have consultations with stakeholders, as and when required.
- Tender advice over the telephone as and when required.
 - (a) Answer calls within three rings.
 - (b) Provide the required information in a courteous manner.
- Provide updated information through our website.
- Reply to e-mails **within two working days**.

PROCEDURES TO TAP SERVICE

User	Access to the Bureau
1. Management	
(a) Ministry of Civil Service and Administrative Reforms (MCSAR)	Directly.
(b) Other Ministries	Through MCSAR.
(c) Rodrigues Regional Assembly	Through MCSAR.
(d) Departments	Through parent Ministry and MCSAR.
(e) Parastatal Bodies and Local Authorities	Through parent Ministry and MCSAR.
(f) Private Secondary Schools	Through Private Secondary Schools Authority, parent Ministry and MCSAR.
2. Staff Associations and Individual Officers	Generally through Management of organisations concerned or directly in the context of an overall review.
3. Private Organisations	Directly.
4. Public Sector Pensioners	Through Accountant-General or through Management of organisations concerned.

In the context of an overall review of pay and grading structures and conditions of employment and organisation structures in the public sector, parastatal and other statutory bodies, local authorities and Rodrigues Regional Assembly are allowed to send their representations directly to the Bureau.

COMPLAINTS AND FEEDBACK

We respond to complaints or dissatisfaction with our service from customers by acknowledging their letters, emails and investigating into same.

We also welcome suggestions and feedback from Ministries/Departments and from individual officers and staff associations to further improve our services.

OBITUARY



Late Tiagaraj Naidoo Sokappadu who passed away on 28 September 2009

“When you were born, you cried while the world rejoiced. Live your life in such a way that when you die the world cries while you rejoice”

Sanskrit saying

The sudden death of Mr. Tiagaraj Naidoo Sokappadu has left many crying. He had touched the hearts of many while he walked through his life. He had a special talent that added value to the lives around him.

Tiagaraj was born on 23rd June 1956 at Chemin Grenier. He completed his secondary education at Presidency College, Riviere des Anguilles. Thereafter he proceeded to India to pursue further studies. He graduated with a Degree in Statistics/Mathematics. He worked at the Central Statistics Office after his graduation and joined the Pay Research Bureau in February 2002. He successfully completed his MBA in 2007. He has been a committed, dedicated and responsible officer. His contribution to the Bureau has been remarkable. As a friend, he was very caring and helpful.

Tiagaraj would be sadly missed but warmly remembered by the Bureau.

CONTACT DETAILS

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