Ministry of Civil Service and Administrative Reforms
Circular Letter No. 35 of 2011
1260/77/03

From: Senior Chief Executive, Ministry of Civil Service and Administrative Reforms
To: Supervising Officers in charge of Ministries/Departments

Review of Pay and Grading Structures and Conditions of Service in the Public Sector

Further to the Pay Research Bureau’s Circular Letter No. M1 dated 14 December 2010, officers of your Organisation as listed at Annex have been identified by the Pay Research Bureau to write their own job descriptions for sampling purposes.

1. It would be appreciated if you would arrange for the distribution of the enclosed Job Description Questionnaires and Guidelines to the officers concerned.

2. You are also requested to ensure that the questionnaires are filled in by all the concerned officers and vetted by their respective immediate supervisors. The duly completed Job Description Questionnaires should be returned to this Ministry by 31st August 2011 at latest.

3. Mr A.S. Badurally Adam of the Pay Research Bureau may be contacted on phone No. 211-2813 in case you/the officers concerned need any assistance/clarification for the completion for the Job Description Questionnaires.

S. Sekarshun
Senior Chief Executive

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PAY RESEARCH BUREAU
JOB DESCRIPTION QUESTIONNAIRE

The Pay Research Bureau is updating its records in respect of the various kinds of jobs being performed in the Civil Service, Parastatal and other Statutory Bodies, Local Authorities, Rodrigues Regional Assembly and the Private Secondary Schools. Officers in the different Ministries/Departments/Organisations are being asked to supply relevant information about their jobs.

In this context, you have been sampled for the exercise. You are therefore requested to fill in this Job Description Questionnaire cum Job Analysis Form.

Before filling in the questionnaire you are requested to read the annexed Guidelines and Glossary of Terms used in Job Descriptions. As a jobholder you are the best person to give a comprehensive description of the job you are performing. The information provided will enable the Bureau to make an appropriate assessment of your grade. If you are new on the job, ask your supervisor what duties you will have in addition to those with which you have already become familiar.

The Bureau relies on your cooperation.

1. Ministry/Department/Organisation: .................................................................

2. Division/Branch/Section: ..................................................................................

3. Grade: ..............................................................................................................

4. Name of Officer: .............................................................................................

5. Date of first appointment and grade: ..............................................................

6. Date of appointment to present grade: ...........................................................

7. Salary Code and Salary Scale of the Grade (excluding Salary Compensation):
   Code: ............................................................................................................
   Scale: Rs ........................................................................................................

8. Personal Salary/Salary Scale, if any (excluding Salary Compensation):
   Rs .................................................................................................................

9. Salary point reached in the Scale (excluding Salary Compensation): 's .........

10. Do you perform Overtime/Extra Duty regularly? Yes No
    If yes, state:
    (a) Frequency during last calendar year: ....................................................
    (b) Latest amount received (week/month): Rs ............................................
II. Travelling Benefits

State the type of Travelling Allowance/Refund of Travelling you are eligible for:

Please tick as appropriate

Travel Grant  ☐
Mileage  ☐
Committed Travelling Allowance  ☐
Travelling by Bus  ☐
Others, if any

II. Uniforms/Protective Equipment

(a) Are you eligible for uniforms?  Yes  No
☐  ☐

If yes, please specify in details the items you are entitled to, as well as quantity and frequency in specific period of time.

(b) Are you eligible for protective equipment?  Yes  No
(such as overcoat, boots, etc)
☐  ☐

If yes, please fill the table below. (Examples are provided)

<table>
<thead>
<tr>
<th>Protective Item</th>
<th>Scale of issue</th>
<th>Frequency of issue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Raincoat</td>
<td>1 unit</td>
<td>Every 3 years</td>
</tr>
<tr>
<td>Helmet</td>
<td>1 unit</td>
<td>On duration</td>
</tr>
</tbody>
</table>
1. **Position In the Organisation (Please see Note 1 of Guidelines)**

Draw an Organisation Chart of your Division/Branch/Section indicating the grade(s) to whom you report and the grade(s) (with number of officers) reporting to you. Also indicate the grade(s) with which your post has direct working links.

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2. **Background Information**

Give a brief account of the main functions of the section where you are posted.
Purpose of your Job

Explain briefly in general terms the duties which you are performing to achieve the overall objectives of the section where you are posted.

Accountability (Please see Note 2 of Guidelines)

State briefly what you are expected to achieve and for which you are responsible/accountable/answerable.
Main Activities *(Please see Note 3 of Guidelines)*

Describe in details the main duties performed by you. Use additional sheets if necessary. **Indicate the approximate percentage of time spent on each activity (e.g. on a daily, weekly, monthly, quarterly basis, etc).**
18. (a) Contact and Communication

State the nature, purpose and frequency of contact/interaction you make with persons inside and/or outside the section/organisation/government during the course of your work.

(b) Modes of Communication

Please tick as appropriate the various modes of communication you use in the course of your work.

Modes of Communication
Letters/Memos/Circulars
Fixed telephone
Cellular phone
Intranet
Internet (e-mail, conference, skype, etc)
Fax
Others (Please specify) ..........................................

9. Supervision Received

Please indicate how your work is supervised.
10. Supervision Given *(Please see Note 4 of Guidelines)*

Please indicate the various types and extent of supervision you give in the performance of your duties.

11. Responsibility for Assets

Indicate any responsibility you have for money, (approximate sum involved) and for materials and equipment (approximate value, if possible). Also indicate the extent to which you are accountable for loss, damage, etc.

12. Working Conditions

(a) Hours of Work:

Weekdays: From: ................ To: ................

Lunch Time: From: ................ To: ................

Saturdays: From: ................ To: ................

(b) Do you work on: *(Please see Note 5 of Guidelines)*

- Staggered hours?
  - Yes □ No □
- Roster (Day)?
  - Yes □ No □
- Roster (Day and Night)?
  - Yes □ No □
- Shift?
  - Yes □ No □

If yes, please give details (e.g. Shift cycle, Rest period, etc.)

(c) Do you work on Sundays and Public Holidays?

- Yes □ No □

If yes, please give frequency and duration.

(d) Do you work outside normal working hours?

- Yes □ No □

If yes, please give details.
I. Environmental Conditions

List the unfavourable working conditions that you are exposed to during the normal course of your work:

Eg. Risks of accident, health hazards, unfavourable climatic conditions, isolation, etc.

Explain and elaborate with example/s.

II. Additional Information

(a) Would you suggest a change in the title of your post, if, in your view, the current one is not suitable?  
   Yes    No

   □    □

   If yes, please give details/reasons.

(b) Are any of your tasks being performed by officers in other grades in the organisation?  
   Yes    No

   □    □

   If yes, please give details.

(c) (i) List the tasks which you are performing and you consider should not be performed by you.

   (ii) Which grade according to you should perform these tasks?

(d) List the tasks performed by officers in other grades but which you consider ought to have been done by you, for greater efficiency and effectiveness.
(e) Specify the training that you have received in the present grade (course seminars, on-the-job training, etc.)

25. Core Competencies required for the effective performance of your job.
(Please see Note 6 of Guidelines)
Please tick where applicable

1. Team work
2. Analytical Skills
3. Attendance and Punctuality
4. Change Management
5. Coaching and Counselling
6. Communication Skills
7. Customer Focus
8. Decisiveness
9. Ethical Conduct
10. Focus on results
11. Leadership
12. Planning
13. Problem Solving Skills
14. Reliability
15. Responsibility
16. Strategic Thinking
17. Technical Knowledge and Skills
18. Others, if any (Please specify)

16. Give any other relevant information which you think is necessary for a full understanding and a proper assessment of your job.

27. Jobholder's Signature: .......................................................... Date: ..................................................
26. Immediate Supervisor

(i) Your comments on the job description.

(ii) Is jobholder performing any duty in addition to his/her normal schedule of duties?

Name: ..........................................................  Grade: ..........................................................

Signature: ..........................................................  Date: ..........................................................

27. For Bureau’s use only:

Name of Officer: ..........................................................  Grade: ..........................................................

Signature: ..........................................................  Date: ..........................................................
GUIDELINES
FOR THE FILLING IN OF THE
JOB DESCRIPTION QUESTIONNAIRE

Note 1:
Position in the Organisation
The organisation chart required at para.13 is not meant to be a complete one of your Ministry/ Department/ Organisation but it should include two grades, if any, immediately above and below your position and any other grade(s) with which your post has direct working links. (Indicate working links by dotted lines)

Example:

- Name of Division/Branch/Section/Unit
- Grade to which the Immediate Supervisor reports, if any
- Immediate Supervisor, i.e. grade to which Jobholder reports
- Jobholder
- Subordinate(s), i.e. grade(s) with number of officers reporting to Jobholder
- Grades reporting to subordinate(s), if any
- Grade with which Jobholder has direct working links

Note 2:
Accountability
An accountability statement expresses what you (as Jobholder) are expected to achieve and will, therefore, be held responsible/accountable/answerable for.

For example:
- Prepare plans which support the achievement of Performance Management Strategies of the Organisation and provide clear guidance on the actions to be taken by the various departments/sections/units;
- Post cash to ledgers in order to provide up-to-date and accurate financial information;
- Test new system to ensure they meet agreed systems specifications.
Activities

Pick up the activities in order of importance and write a paragraph on each stating what is done, how it is done and why it is done. The paragraph may start with an underlined statement giving the substance of the activity to be described.

*For example:* Study Files in order to suggest alternative courses of action.

The statement may also be a separate short sentence giving the gist of the paragraph.

*For example:* Process applications for leave *receive on file applications for casual leave; check the entitlement of applicants before recommending approval to Head of Section.*

When any of the questions "how", "why" or "what" is self-evident, there is no need to explain in details.

*For example:* How a Telephonist puts through a call?

When describing your activities, the undermentioned points should be covered:

(a) If you have to submit any of the tasks you have described for approval, please say to whom.

(b) Where you seek advice on your more difficult problems, please state source of such advice giving examples of such problems.

(c) Instructions, written procedures, precedents or handbooks to which you refer for the performance of an activity should be mentioned.

(d) If the job is of an advisory nature, basis for providing advice should be explained. Please give examples.

(e) The level of people you deal with in performing an activity should be mentioned.

(f) Those parts of your work for which you are responsible but which are carried out by subordinates should be indicated.

(g) Where the activities of the job form part of a team work, mention may be made of your colleagues’ activity, if need be, to help *illustrate* your role.

(h) You may also highlight any special requirements which you think is necessary for the effective and efficient performance of your tasks.

Revision

Indicate nature of supervision given (i.e. direct or indirect) and extent (constant, occasional, etc); and how such supervision involves distribution of work, giving instructions, taking disciplinary action, pastoral care. Where you are responsible for checking work of others for quality or quantity, you should describe processes involved.

Work Arranged Hours

*Operating at staggered hours* are those who work during normal working hours but who are called upon on a regular basis at irregular hours.

*Operating on a Roster basis* are those who do not work on a 24 hour basis but are expected to work, not just according to a plan showing turns of duty which include night duty or not.
Days operating on a Roster (Day) are those whose turn of duty either start at or after 4 a.m or goes up to 8 p.m.

Days operating on a Roster (Day and Night) are those whose turn of duty may either start before 4 a.m or extend until 8 p.m.

Workers are those who normally work 40 hours weekly or an average of 40 hours weekly in a cycle and who expect to work in relays on a 24 hour basis invaribly including night duty and work on Sundays and Public Holidays.

Competencies

Competencies are a common language used to describe how we need to accomplish our work in order to achieve business direction and meet the needs of our customers. They refer to skills, behaviours and knowledge which consistently applied to work situations, lead to greater individual and organizational effectiveness. They should align on the competencies required to be demonstrated for the effective performance.

General Note

Language

Language should be concise, precise and factual, conveying a clear picture of the activity performed, how it is timed and why it is performed. Do not use vague words such as “prepare”, “handle”, “assist”, “look after” unless describe the processes involved in the “preparation”, “handling” etc.

Example: “Prepare Estimates” could mean any of the following: type estimates of costs; assemble cost figures; or calculate future costs on the basis of previous years’ costs. “Sit on Board” can mean advising the Board on particular issues or interviewing and rating candidates as a member of a Selection Board, among other meanings.
GLOSSARY OF TERMS USED IN JOB DESCRIPTIONS

CORRELATE - To establish a mutual or reciprocal relation.
DELEGATE - To entrust to the care or management of another.
DETERMINE - To fix conclusively or authoritatively; to decide; to make a decision.
DEVELOP - To evolve; to make apparent; bring to light; to make more available or usable.
DIRECT - To regulate the activities or course of; to govern or control; to give guidance to.
DISCUSS - To exchange views for the purpose of arriving at a conclusion.
DISSEMINATE - To spread information or ideas.
DRAFT - To write or compose papers or documents usually in rough, preliminary form prior to final form. Often for clearance, revision and approval by others.
EDIT - To revise and prepare as for publication.
EFFECTIVELY RECOMMENDS - Person recommending the action or procedure; subject only to the routine or administrative control of some other person.
ESTABLISH - To set up; to institute; to place on a firm basis.
ÉVALUATE - To appraise; to ascertain the value of.
EXAMINE - To investigate, to scrutinize; to subject to inquiry by inspection or test.
EXECUTE - To give effect; to follow through to the end; complete.
EXERCISE - To bring to bear or employ actively, as exercise authority or influence.
EXPEDITE - To hasten the movement or progress of; to remove obstacles; to accelerate.
FACILITATE - To make easy or less difficult.
FOLLOW UP - To check the progress of; to see if results are satisfactory.
FORMULATE - To put into a systematized statement; to develop or devise a plan, policy or procedure.
FURNISH - To provide, supply or give.
IMPLEMENT - To carry out, to perform acts essential to the execution of a plan or program, to give effect to.
INFORM - To instruct; to communicate knowledge of.
INITIATE - To originate; to begin; to introduce for the first time, as a plan, policy or procedure.
INSPECT - To examine carefully and critically.
INSTRUCT - To impart knowledge to; to supply direction to.
INSTRUCTIONS - To furnish with directions; to inform.
DEFINITE INSTRUCTIONS - Precise in detail; explicit; limited in determining the course, to follow.
GENERAL INSTRUCTIONS - Not precise, detailed or specific.
INTERPRET - To explain the meaning of; to translate; to elucidate.
INTERVIEW - To question in order to obtain facts or opinions.
REVIEW – To go over or examine critically, usually with a view to approval or dissent; to analyze results for the purpose of giving an opinion.

REVISE – To make new, improved, or up-to-date version of.

ROUTINE – Regular procedure, course, or normal course of business or official duties.

NON-ROUTINE – Irregular or infrequent situations that arise relating to business or official duties. Characteristics of higher level jobs.

SCAN – To examine point by point; to scrutinize.

SCHEDULE – To plan a time table; to set specific times for.

SCREEN – To examine closely, generally so as to separate one group or class from another.

SECURE – To get possession of; to obtain.

SEE – To make certain of; to learn through observation.

SELECT – Chosen from a number of others of similar kind.

SIGN – To affix a signature to.

STIMULATE – To excite, arouse or spur on.

STUDY – To consider attentively, to ponder or fix the mind closely upon a subject.

SUBMIT – To present for decision, information for judgement of others.

SUPERVISE – To oversee the direction, to inspect with authority, to guide and instruct with immediate responsibility for purpose of performance; to superintend, to lead.

(1) Direct Supervision – Involves guidance and direction over individuals who report to and are directly responsible to the supervisor. Includes supervision of work, training and personal functions.

(2) Close Supervision – Individual does not use own initiative; instructed by supervisor as to the solution and selection of the proper procedures to follow.

(3) Limited Supervision – Individual proceeds on his own initiative in compliance with policies, practices, and procedures prescribed by his immediate supervisor.

(4) General Supervision – Involves guidance and direction actually carried out by the immediate supervisor.

(5) Supervision of Work – Includes work distribution, scheduling, training, answering questions related to work, assisting in solving problems, etc. Does not include any personnel functions such as salaries, discipline, promotions, etc.

SURVEY – To determine the form, extent, or position of a situation, usually in connection with gathering of information.

TRAIN – To increase skill or knowledge or knowledge by capable instruction. Usually in relation to a predetermined standard.

TRAINING RESPONSIBILITY – Involves advice, information and guidance on specialized matters, involves no authority. Gives instructions in regard to procedures.

VERIFY – To prove to be true or accurate; to confirm or substantiate; to test or check the accuracy of.