



REPUBLIC OF MAURITIUS

Ministry of Public Service, Administrative and Institutional Reforms

Circular Letter No. 56 of 2021

E/1/1/16

18 November 2021

From: Secretary for Public Service

To: Supervising Officers i/c of Ministries/Departments

Setting up of Standing Committee on Creation of Grades

The Pay Research Bureau has, at paragraph 6.16 Volume 1, of its 2021 Report recommended the setting up of a Standing Committee on Creation of Grades under the Chair of the Secretary for Public Service and comprising representatives of the Prime Minister's Office, Ministry of Finance, Economic Planning and Development and the Pay Research Bureau. The objective of the Committee is to render the process of creation of grades more efficient and effective through avoidance of lateral imbalances and distortions in structures/classes across the Public Sector.

2. The terms of reference of the Standing Committee are to-
 - (i) examine and approve all requests pertaining to creation of grades in between general reviews; and
 - (ii) ensure that grades are created based on functional needs and organisational requirements of Ministries/Departments/Organisations in order to avoid overlapping of duties and duplication of grades.
3. The Standing Committee will meet as and when required depending upon the number and urgency of requests received.
4. All proposals for creation of new grades from Ministries/Departments and Parastatal Bodies as well as Local Authorities should, henceforth, be submitted to this Ministry as per proforma at **Annex I** for consideration by the Standing Committee. The proposals should be examined critically beforehand and should comply with the "Guidelines for Creation of Grades" as per **Annex II**. The requests should be fully justified and accompanied with organigram of the existing and the reviewed structure as well as any other supporting documents.

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5. Moreover, at paragraph 10.14 of the 2021 PRB Report it has been recommended that *organisations should mandatorily carry out an HRP exercise so that they can address their HR requirements. In carrying out the exercise, organisations should:*

- (i) assess the human resource requirements that will be needed to deliver the operational objectives in the organisation's strategic plan;*
- (ii) assess the organisation's existing human resource capacity; and*
- (iii) devise a plan on how to fill the gap between the existing HR capacity and the future HR requirements within the financial resources available.*

6. Supervising Officers are, hereby, requested to comply with the above directives and to bring the content of this Circular **to the attention of all the Parastatals Bodies/Local Authorities falling under their purview.**



(B. Boyramboli)
Secretary for Public Service

Encls

Copy to: Secretary to Cabinet and Head of the Civil Service
Financial Secretary
Director, Pay Research Bureau

Proposal for Creation of New Grade

1.	Ministry/Department/Organisation	
2.	Number of employees	
3.	Title of post	
4.	Number of posts to be created	
5.	Proposed Qualifications <i>(Attach if necessary)</i>	
6.	Proposed Duties <i>(Attach if necessary)</i>	
7.	Proposed Salary	
8.	Has proposal been discussed with Staff Association and if so, with what result?	

9.	What arrangements are made for carrying out the duties at present?	
10.	Reasons for creation of post(s) state why reallocation of work or redeployment of existing staff cannot be effected	
11.	State whether post/s to be filled by (i) first appointment (ii) promotion from what grade (iii) by selection from serving officers/employees (iv) on contract	
12.	Has any candidate been sent on training to qualify for appointment to the post/s?	

Date:

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Signature of Head of
Ministry/Department/Organisation

To be completed in case of Parastatal Bodies/Local Authorities

Ministry's Comments	
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Signature of Head of
Ministry/Department/Organisation

Guidelines for Creation of Grades

- (i) Creation of a grade must be considered based on its functional needs in the organisation.
- (ii) Justifications for the creation of a grade must be clearly spelt out, whether it is warranted as a result of;
 - (a) the staffing of a new function linked to a new (or a change in) policy goal/objective or to the implementation of a project;
 - (b) a new level of responsibility which must be created within an existing structure to increase organisational efficiency and effectiveness;
 - (c) new pattern of work requiring a change to suit operational needs of organisation requiring abolition of existing grade(s) (for example: Abolition of grade of Tradesman against creation of grade of Tradesman (Multi-Skilled); and
 - (d) redundancy management to absorb employees from a defunct organisation to carry out functions in a particular field in the new organisation.
- (iii) Information must be provided on the activities/operations/tasks associated with the new position and what they are intended to achieve. Wherever possible, the benefits to be derived must be quantified and stipulated.
- (iv) The creation of the grade must be envisaged only after the following possibilities of carrying out the new function have been explored:
 - (a) re-allocation of duties;
 - (b) redeployment of staff;
 - (c) improvement of work methods;
 - (d) use of new equipment;
 - (e) passing the work on to another organisation within the Public Sector where it can be done more efficiently and economically; and
 - (f) contracting out.
- (v) The number of grades to be created and their concomitant levels must also be fully justified. If the grades constitute a new structure, an organisation chart must be submitted depicting clearly its interlinkages within the broader organisation of the Ministry/Department.
- (vi) The qualifications (that is, knowledge, skills and abilities), experience, personal qualities, duties and role and responsibility of the grade must be accurately and clearly spelt out.

(vii) The following practices must be avoided:

- (a) multilayering, that is, the creation of grades without taking into account the scope of the work and levels of responsibility involved. A level is created only when it brings added value to the work;
- (b) creation of supervisory grades for the mere sake of giving promotion;
- (c) creation of isolated grades which are not integrated in a career structure;
- (d) creation of permanent grades to meet temporary needs; and
- (e) creation of grades to absorb partly qualified contractual officers into substantive positions.