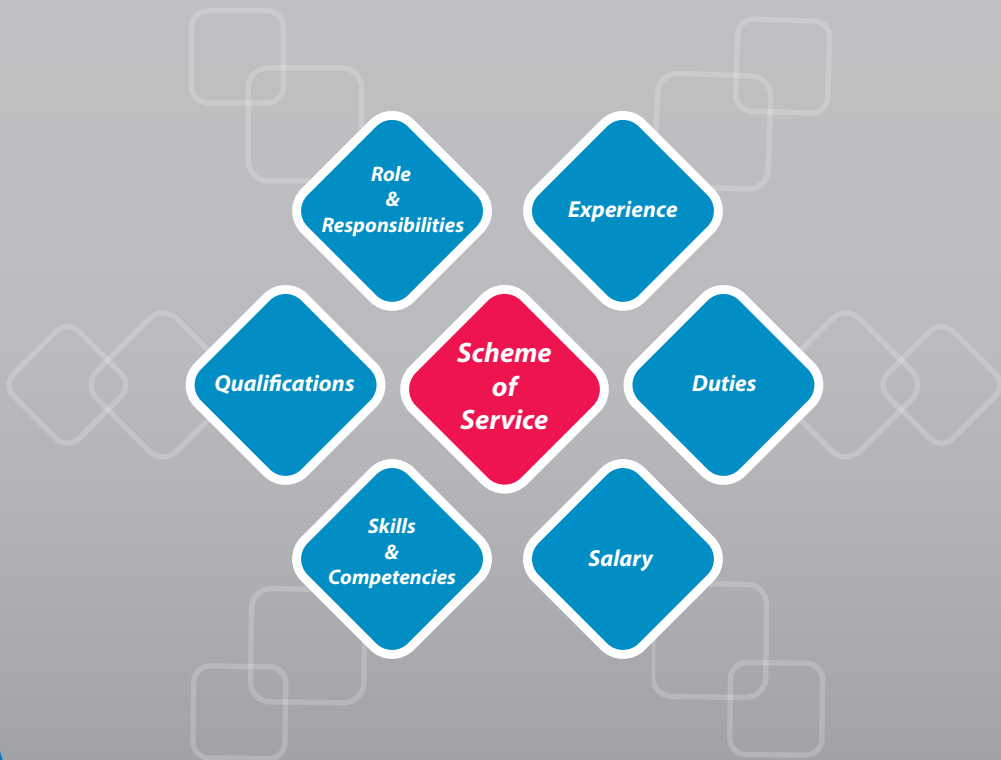




Republic of Mauritius

# *Handbook* for the **Drafting of Schemes of Service** *in the Public Sector*





# ***Handbook***

*for the Drafting of*

## ***Schemes of Service***

*in the Public Sector*

***Ministry of Civil Service and  
Administrative Reforms***



# INTRODUCTION

This Handbook on the drafting of schemes of service in the Public Sector has been produced to enable the proper framing and review of schemes of service for posts in the Public Sector.

The Handbook reflects, inter-alia, the guiding principles embodied in the various Circulars and Pay Research Bureau (PRB) Reports published over the years. It is a comprehensive and holistic document which would help officers of the Human Resource Management Cadre as well as those officers involved in Human Resource duties in their specific function of framing of schemes of service.

We trust that the guidelines spelt out therein are adhered to with a view to ensuring better performance, efficiency and consistency in the framing of schemes of service.



## AIMS OF THE HANDBOOK

The aim of this Handbook is to provide guidance to facilitate the drafting of schemes of service in the Public Sector.

Drafting of schemes of service should continue to be done at the level of Ministries/ Departments.

This Handbook establishes a comprehensive overview of the procedures, practices and principles for the processing of schemes of service. It aims at assisting all officers in the HRM Cadre and those officers involved in HR functions in:

- developing an understanding of the new procedures for the prescription of schemes of service;
- enhancing their knowledge on the key features of a scheme of service and their ability to analyse schemes of service in a comprehensive and objective manner; and
- acquiring the skills and techniques for the proper framing of schemes of service.





# ACRONYMS

**MCSAR** Ministry of Civil Service and Administrative Reforms

**PRB** Pay Research Bureau

**MOU** Memorandum Of Understanding

**ICT** Information and Communication Technology

**RRA** Rodrigues Regional Assembly



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## 1.0 AN OVERVIEW

The Ministry of Civil Service and Administrative Reforms (MCSAR) is responsible for processing all schemes of service before they are submitted to the appropriate Service Commissions for consideration and agreement. The Senior Chief Executive of the MCSAR has the responsibility for the prescription of schemes of service for each grade in the Civil Service after agreement by the appropriate Service Commissions.

A scheme of service has to be prescribed before a post is advertised. Delays in the prescription of schemes of service inevitably cause prejudice both to organisations and employees, especially in respect of posts where funds have been provided. These funds normally lapse at the end of the fiscal year due to non-filling of vacancies.

The MCSAR has recently introduced several measures in its effort to improve efficiency and effectiveness in the processing of schemes of service. In order to facilitate the implementation of these new measures, this Handbook has been developed setting out the procedures and guidelines to assist Ministries/ Departments, Parastatal and Other Statutory Bodies and the Rodrigues Regional Assembly (RRA) in devising schemes of service. Schemes of service should not be designed to suit the particulars or interests of individuals. They should, first and foremost, satisfy the requirements of organisations concerned with a view to improving operational efficiency and performance. Hence, before any scheme of service is devised, it is important to establish the roles, functions and contributions of the job and job holder towards achieving organisational goals and objectives.

## 1.1 PURPOSE OF SCHEMES OF SERVICE

A scheme of service is a legal document prescribed in accordance with regulations of the Service Commissions. It specifies the duties, qualifications, competencies, skills and experience required of the prospective job holder as well as the duties and responsibilities of a job. The mode of recruitment/appointment as well as the salary attached to the post are also specified.

A well designed scheme of service should, first and foremost, aim at attracting candidates with the right profile in terms of appropriate qualifications, skills and competencies to fulfil job requirements and achievement of organisational objectives.

A scheme of service is also valuable for:

- (i) job evaluation;
- (ii) providing employees with a better understanding of their duties, roles and responsibilities as well as the performance expected from them;
- (iii) helping in determining training and development needs of employees; and
- (iv) assisting in the development of employees to assume higher responsibilities.

The framing of a scheme of service, therefore, needs to be done with utmost care taking into account the organisational needs and objectives as well as the progression of an officer in a career structure and his career development.

## 1.2 PROCESSING OF SCHEMES OF SERVICE

With a view to improving efficiency, the MCSAR has recently embarked on the following reform measures regarding schemes of service:-

### 1.2.1 STREAMLINING OF PROCEDURES

The new procedures aim at considerably reducing the time frame for the prescription of schemes of service, thus, enabling the filling of vacancies promptly. These procedures are outlined at Section Two.

### 1.2.2 CONSOLIDATION OF SCHEMES OF SERVICE

This new concept is geared towards reducing the number of schemes of service across the Public Service. The schemes of service for various grades having similarity of duties would be consolidated into one or two schemes of service setting out the core qualifications for each level, the common duties and responsibilities. The current practice is to have a scheme of service for each grade. As such, there exists a large number of schemes of service, given the wide number of grades in the Public Service. With the consolidation of schemes of service, there will be one or two schemes of service for the various grades in a particular structure/cadre.

The consolidation of schemes of service will also pave the way towards delayering of cadres in an organisation structure.

### 1.2.3 REVIEW OF QUALIFICATIONS FOR GRADES AT ENTRY LEVEL

Prior to January 2013, the practice adopted for the framing of qualifications was to specify all the basic/lower qualifications for posts in the Public Service requiring a Higher School Certificate, a Diploma or a Degree or a Master's Degree. The practice is no longer in line with modern trends because, if access to jobs in the public service were to continue to be subject to obligatory satisfaction of basic qualifications this would be to the detriment of essential higher ones.

The MCSAR has therefore reviewed the policy for specifying the qualifications' requirements in schemes of service for entry grades in the Public Service. As spelt out in this Ministry's Circular Letter No. 63 of 2012, the new policy is to specify only the highest qualification in schemes of service **for entry grades in the Public Service**. The policy, effective as from January 2013, aims at simplifying the qualifications' requirements in schemes of service and also to be in line with international trends.

However, for certain posts the qualifications at lower levels would still need to be specified in view of the nature of duties to be performed. In such cases, Ministries/Departments should submit justifications for maintaining the basic qualifications.



#### 1.2.4 PROPOSAL FOR THE SETTING UP OF AN ELECTRONIC PLATFORM

In order to further streamline procedures and minimise delay, the MCSAR is presently working on a new project to set up an e-platform for the processing of schemes of service. The e-platform would electronically link the different Ministries/Departments and other stakeholders concerned. The various processes in the prescription of schemes of service would be done online except for communication with the Unions and Federations of Unions which would be by e-mail. It is expected that, with the introduction of the e-platform, communication between the different stakeholders involved in the prescription of schemes of service would be faster and thus reduce the time taken to finalise schemes of service.

The e-platform will thus be an innovative approach responding to the exigencies and needs of a demanding Public Service.

### 2.0 PRESCRIPTION OF SCHEMES OF SERVICE

#### 2.1 PROCEDURES

The procedures for the prescription of a scheme of service comprise various steps as outlined in the MCSAR Circular Letter No. 67 of 2012 dated 29 November 2012. These steps are reproduced hereunder:

- (a) a Responsible Officer, after seeking the agreement of his Minister, should consult the appropriate Staff Associations and the Federations of Unions for their views and comments on the draft proposed scheme of service. The latter should be given up to 15 days to respond. An advance copy of the proposed scheme of service should be forwarded to the MCSAR. The Ministry/Department concerned is also required to concurrently consult the Pay Research Bureau for salary grading in respect of new posts or for any proposed amendment which may have a bearing on the salary grading of the post (with copy to MCSAR);
- (b) the Ministry/Department will henceforth have five days from the deadline set for the Unions and Federations of Unions to consider the views/comments from the Staff Side (i.e. Unions and Federations of Unions) and to submit the proposed scheme of service to the MCSAR for consideration along with the views and comments received;
- (c) should there be a need for further clarification, this will be dealt with by the MCSAR through direct discussions and meetings with those concerned;

- (d) within five days from the date the draft is finalised, the proposed scheme of service will be forwarded to the appropriate Service Commission for consideration and agreement; and
- (e) where the agreement of the appropriate Service Commission has been obtained, the scheme of service will be prescribed in its official form without delay.

## 2.2 NOTES FOR GUIDANCE

In order to facilitate the processing of schemes of service at the various steps mentioned at paragraph 2.1 above, additional guidance is provided hereunder:

### (i) Step (a)

- proposed scheme of service for a new grade or proposal for the review of an existing scheme of service should be submitted as per template at **Appendix I**.
- schemes of service submitted to Unions and Federations of Unions should be duly signed and certified correct by the schedule officer.
- for new grades, which are not represented by any Union, the Federations of Unions **should be consulted**.
- the PRB to be consulted in the following instances –
  - salary grading in respect of a new grade

- bearing on salary where there is a change in:
  - the mode of recruitment/appointment
  - the years of service or experience to be reckoned by the prospective job holder
  - the conditions of work (e.g. working on roster/shift/staggered, etc)
  - qualification requirement (whether academic/professional/technical)
  - duties/responsibilities

### (ii) Step (b)

- when submitting a proposed scheme of service to the MCSAR for consideration, Ministries/Departments should:
  - state the reasons/justifications for all amendments proposed in the scheme of service. These may include any PRB recommendation, PBB approval, the proclamation of a new legislation, the setting up of a new unit or the provision of a new service, etc.
  - submit their own comments on the views of the Unions and Federations of Unions and enclose copies of correspondence.
- a soft copy of the existing and proposed scheme of service as per template at **Appendix II** has to be submitted to the MCSAR.

### 3.0 LAYOUT OF SCHEMES OF SERVICE

A good understanding of the general layout is essential for the proper drafting of schemes of service. An overview of the different features is provided in this Section as well as the necessary clarifications so as to establish a basis for consistency and a common interpretation of the key terms used in a scheme of service.

However, this Section should be read in conjunction with Section Four which gives additional guidance.

### 3.1 KEY FEATURES

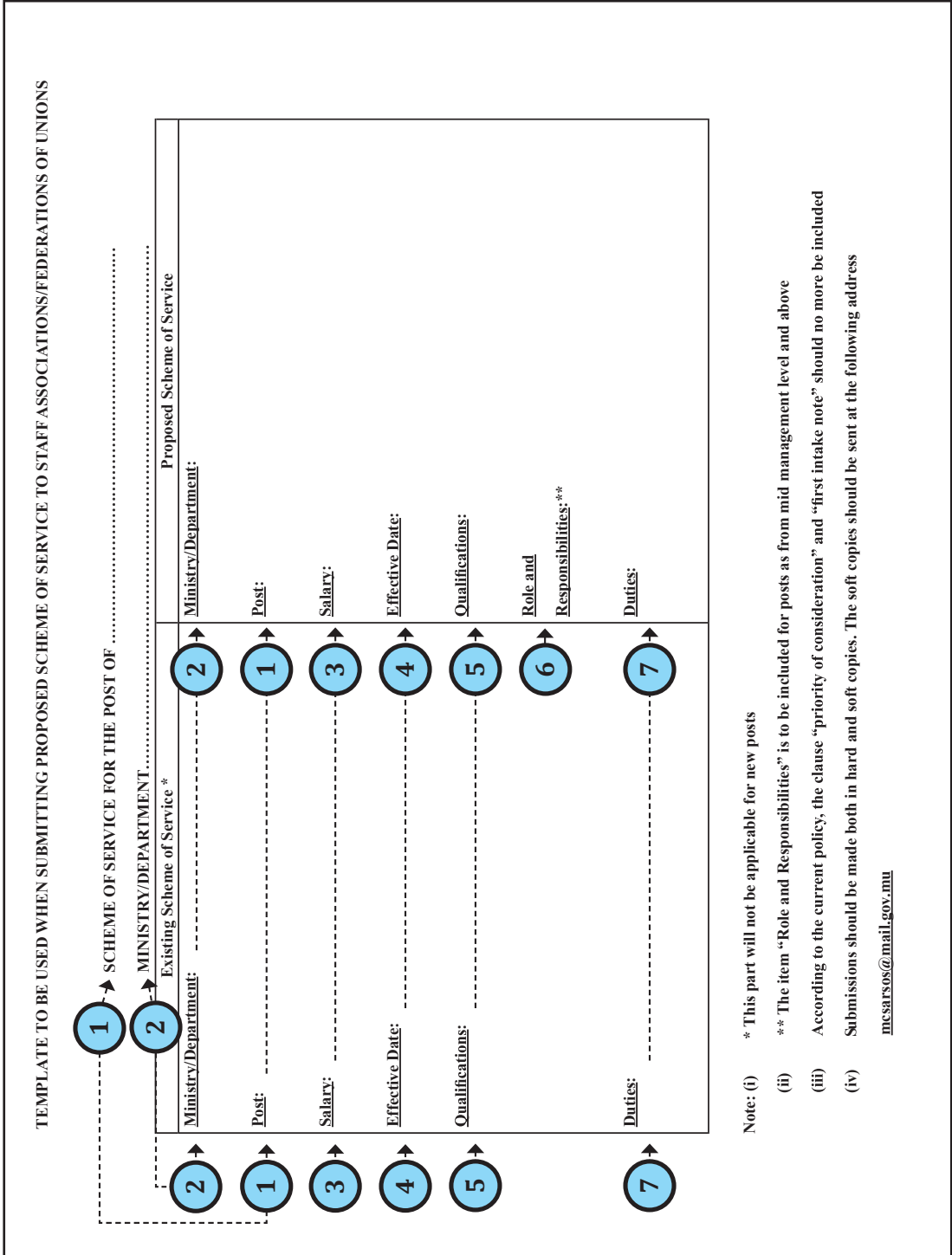
All schemes of service **should invariably** specify the following:

- Ministry/Department/Organisation
- Title of the post
- Salary
- Effective Date
- Qualifications
- Duties

However some schemes of service may also include the items mentioned below:-

- Age limit (e.g. for trainees/cadets/students)
- Training (e.g. for trainees/cadets/students)
- Role and Responsibilities (generally for posts as from mid-management level)

Graphical representation and details on the key features/items



1

### TITLE OF POST

The title of the post should be as laid down in the Civil Establishment Order.

*Also refer to: Page 18 para 4.1*

2

### MINISTRY/DEPARTMENT

The appellation of the Ministry/Department should be specified as per the approved Ministerial portfolios.

3

### SALARY

This item specifies the salary scale and the corresponding salary code for each grade. The salary scale and salary code should be as set out in the Civil Establishment Order.

4

### EFFECTIVE DATE

The effective date of the scheme of service is the date on which the scheme of service has been prescribed by the MCSAR.

5

### QUALIFICATIONS

This item sets out the minimum qualification, experience, skills and aptitude required to be considered for appointment or promotion to a post. Additional guidance on the correct framing of qualifications has been provided in Sections Four and Five.

#### **1.0 GENERAL QUALIFICATIONS**

Qualifications can be:

- Academic, i.e. Certificate of Primary Education, Cambridge School Certificate/General Certificate of Education “Ordinary Level”, Cambridge Higher School Certificate/General Certificate of Education “Advanced Level”, Diploma, Degree, Master’s Degree, etc.

- Professional, i.e. grades requiring registration or membership to a professional body
- Technical, e.g. National Certificate/National Trade Certificate

### 1.1 QUALIFICATIONS FOR WORKSMEN'S GROUP

The minimum qualification for entry to grades of the Worksmen's Group is a Certificate of Primary Education.

- For employees in the Worksmen's Group, it is advisable to state clearly whether appointment should be limited to serving employees on the permanent and pensionable establishment of the Ministry/Department concerned or open to serving employees in the Service or still to employee/s in a particular grade on the permanent and pensionable establishment.
- The following clause should be inserted as a "NOTE" under item "Qualifications" in schemes of service for grades requiring candidates to possess a Certificate of Primary Education:

**"In the absence of candidates possessing the qualification above (i.e. the Certificate of Primary Education), consideration will be given to candidates who show proof of being literate."**

### 1.2 QUALIFICATIONS FOR OTHER POSTS

- For other posts, the educational qualifications range from a basic Cambridge School Certificate/General Certificate of Education "Ordinary" Level (GCE "O" Level) to a Master's Degree, except for posts which require registration with professional bodies in accordance with legislation in force to be able to practice.
- As a general rule, for posts at entry level in the Public Service only the highest qualification should be specified.



However, exceptions may be made with full justifications by the Responsible Officer where qualifications at lower levels need to be specified in view of the very nature of the duties to be performed – for e.g. the requirement of a science subject at Cambridge School Certificate level in respect of the grade of Laboratory Attendant or the requirement for Cambridge School Certificate with credit in five subjects including English language, French and Mathematics for Educators.

## **2.0 EXPERIENCE, SKILLS AND APTITUDE**

In addition to the general qualifications requirements, the experience, skills, competencies and aptitude required should be explicitly stated.

Prospective job holders may be required to:

- reckon a minimum length of service in the lower grade for promotion/appointment to the higher grade so as to ensure that the officers concerned have acquired the necessary knowledge and experience to shoulder the responsibilities of the higher post;
- reckon some years of experience in a specific field or area;
- possess specific skills, aptitude and abilities for the effective performance of the job and which reflect the level of responsibility of the job. The skills mix will vary according to the requirements of each job; and
- be computer literate. This will apply to all entry grades in the Public Service except for grades in the Workmen's Group.

### **3.0 PHYSICAL MEASUREMENT**

Certain jobs have very specific physical measurement requirements in view of the nature of the duties to be performed by incumbents. Such posts might reflect enforcement duties or certain specific capabilities, e.g. officers in the Police, Prisons, Fire Services, Fisheries and Forestry Departments. Therefore, physical measurement requirements need to be specified in schemes of service to ensure that the incumbents are physically capable of fulfilling job requirements.

More details on the format for physical measurement requirements are provided in Section Four.

### **4.0 DRIVING LICENCE**

For all posts requiring a driving licence, a “manual gear” driving licence should be specified.

*Also refer to: Page 19 to 23 para 4.2 & Page 29 to 42 para 5.0*

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### **ROLE AND RESPONSIBILITIES**

The item “Role and Responsibilities” is, as a general rule, inserted in schemes of service for posts as from mid-management level in line with the recommendation at paragraph 10.7 of the PRB Report 2008 (Vol I). This item should be a brief statement (two to three lines) on the role of the job holder and his expected performance in line with the goals and objectives of the organisation.

However, there might exist a few exceptional cases where the inclusion of the item “Role and Responsibilities” is deemed appropriate, especially for posts where the job holder is in charge of a Unit/Section and is responsible for specific service delivery though operating below mid-management level.

7

**DUTIES**

The item “Duties” covers the main duties to be performed by the holder of the post. Duties should be framed/updated regularly to reflect present day requirements in line with the objectives of the organisation. They should be derived from an analysis of the work that needs to be done and the tasks that have to be carried out by the incumbent with a view to achieving goals and objectives of the organisation/unit/section.

The duties should reflect, as far as possible, the specific demands of the job taking into consideration the level of responsibility, qualifications, experience and aptitudes. They should be specified clearly and concisely and should cover the broader aspects of the job, based on same level of skills and competencies, in order to avoid amending schemes of service just to reflect minor changes in duties.

**1.0 ICT FUNCTIONS AND OTHER RELATED DUTIES**

In line with the recommendations of the PRB Report 2008 and the MCSAR Circular Letter No. 35 of 2008, schemes of service should include the requirement for incumbents to perform ICT functions and the new formula for other related duties. The appropriate wordings are given in Section Four.

*Also refer to: Page 24 to 26 para 4.3*

**AGE LIMIT**

Age limit is generally not specified in schemes of service for posts at entry level. However, for various trainee grades the age limit may be specified below the established age limit, i.e. 40 years, in view of the special requirements of the training involving strenuous physical exercise in some cases or special nature of the duties devolving on incumbents provided full justifications are submitted.



## **TRAINING**

Training in the Public Service is dispensed to officers in order to equip them with the necessary skills and competencies to effectively perform the duties of the post. Different modes of training are adopted depending on the nature of the skills required and the level of officers involved.

### **1.0 TRAINING RELATED TO TRAINEE GRADES**

Training is imperatively dispensed to trainees/cadets/students who join the Public Service. Usually in schemes of service for such grades, there is provision for an item “Training” requiring the completion of specific training for the trainee/cadet/student to be eligible for appointment to the next higher established grade.

### **1.1 IN-SERVICE TRAINING**

Training requirements are included in the schemes of service for certain grades, the completion of which leads to their appointment in a substantive capacity or promotion to a higher grade or simply, to make them fully conversant with their job.

Where training is a condition for substantive appointment, Ministries/Departments should ensure that such training is actually available/run so as not to unduly delay the substantive appointment of such officers and cause them prejudice.

In-service training is usually inserted as a “NOTE” under item “Qualifications”.

*Also refer to: Page 23 para 4.2.1*



### **THE “Note” FOR HOURS OF WORK**

This “Note” which is specified under item “Duties” refers to conditions of work, in particular to hours of work required from certain grades in the Public Service. The different terminologies commonly used are work outside normal working hours, on roster, on shift and at staggered hours.

In view of the operational needs/nature of service delivery of organisations, incumbents in certain grades are required to work either outside normal working hours or on roster or on shift or at staggered hours.

The scheme of service for such grades should include a “Note” requiring incumbents to work in the four different settings. The appropriate wordings of the “Note” in each instance are given in Section Four.

*Also refer to: Page 24 to 26 para 4.3.3*

### 4.0 GUIDING PRINCIPLES FOR DRAFTING SCHEMES OF SERVICE

This section provides guidance on the drafting of schemes of service. The guidelines have been developed on the basis of the various circulars issued by the MCSAR.

The guidelines hereunder focus on some specific items of a scheme of service.

#### 4.1 TITLE OF POST

- 1) In order to promote gender equality, the appellation of a post should be gender neutral. In this connection and in view of the provisions of the Sex Discrimination Act and Equal Opportunities Act, sectors where women are being debarred from applying for posts in the Public Service should be identified and the relevant schemes of service amended to enable female candidates to apply.
- 2) However, where a post is to be filled by female candidates or male candidates only, it should be clearly specified in the scheme of service, unless indicated by the title of the post. For example, the grades of Midwife, ECG Technician (Male) and ECG Technician (Female) require the employment of persons of a particular gender to preserve decency or privacy in view of the nature of duties to be performed by these grades.

## 4.2 QUALIFICATIONS

- 1) Qualifications should be determined only after careful analysis of the job profile. Skills and aptitudes required of a job holder, particularly for high level posts, should be clearly specified to reflect the level of performance expected from incumbents. Qualifications should be framed in a clear and concise manner to match the requirement of the job.
- 2) For entry grades in the Public Service, only the highest qualification has to be specified. In case it is proposed to specify qualifications at lower levels in view of the very nature of the duties to be performed, full justifications of the Responsible Officer have to be submitted while submitting the proposed scheme of service to the MCSAR.
- 3) Qualifications (knowledge/experience) should, as far as possible, be supported by documentary evidence.
- 4) The qualifications' requirement for grades which are similar or comparable to other grades in Ministries/Departments should, as far as possible, be the same.
- 5) While reviewing schemes of service, an adequate number of years of service in the lower grade has to be included in schemes of service for promotional posts in order to ensure that the candidate has acquired the experience and competencies to better perform the duties of the higher post.
- 6) Where posts are filled by promotion or selection of officers from a lower grade possessing a specific qualification and where these officers are sponsored in accordance with a training scheme to obtain that qualification, a **“Note” should be inserted** in the scheme of service of the lower grade to the effect that the officers would be required to complete the course successfully.

## SECTION FOUR

- 7) If “substantive appointment” is to be a condition for eligibility to a post, this should be mentioned in the scheme of service.
- 8) The exact qualification should be specified. For example, the term “Postgraduate qualification” should not be used as it is a broad term covering either a Post Graduate Certificate or a Post Graduate Diploma or a Master’s Degree.
- 9) The term “an equivalent qualification” should be used instead of “alternate qualification”.
- 10) Where different qualifications are proposed, these should be equivalent to one another and should, as far as possible, be of the same level and in the same subjects that are required for the post.
- 11) Courses that are mentioned in schemes of service should reflect those that are actually run by recognised institutions.
- 12) The mode of appointment to a post should be properly indicated e.g. “by selection” or “by promotion”. Where appointment to a post is to be made from officers/employees:
  - (i) *In a specific grade*, the wordings “officers in the grade” or “employees in the grade of” are to be used.
  - (ii) *Not in specific grade*, the wordings “serving officers” or “serving employees” are to be used.
- 13) When reviewing or framing the scheme of service for a particular post, the schemes of service for the other posts in the same cadre/structure should be reviewed simultaneously as this may have a bearing on posts both at higher or lower levels in the structure.



## SECTION FOUR

- 14) The clause “Priority of consideration” should not be inserted as it is not legally in order.
- 15) The clause “First Intake Note” should not be inserted in schemes of service except where the approval of the Government has been obtained, for example in the context of re-organisation, restructuring or in accordance with the relevant legislation or agreement to enable the redeployment of officers.
- 16) Desirable clauses in respect of qualifications and experience should not be inserted in schemes of service. If there is need for a candidate to possess such requirement which is considered essential for the job, same should be inserted as a core qualification requirement in schemes of service.
- 17) The insertion of the requirement for a prospective candidate to reckon the relevant number of years of experience/service or any change in the number of years of experience/service to be reckoned by the prospective candidate may have a bearing on the salary attached to the post. Therefore, any change in years of experience/service should be fully justified.
- 18) Years of service should not be inserted as an alternative to academic qualification.
- 19) The upgrading/lowering of qualifications of a post has an incidence on the salary grading of the post. Therefore, any change in qualifications should be fully justified.
- 20) Care and objectivity should be exercised in determining the equivalence of different sets of qualifications. In case of doubt, advice should be sought from the Tertiary Education Commission or the Mauritius Qualifications Authority, as applicable, before any proposed scheme of service is submitted to the MCSAR.

- 21) Once academic qualifications/skills/attributes have been prescribed for an entry grade in a cadre, they should not as a general rule be repeated for higher posts in that cadre.
- 22) Salary points should, as far as possible, not be inserted under item "Qualifications" in schemes of service in view of changes in the context of review of Pay and Grading Structures.
- 23) Skills and aptitudes that are of a "subjective" nature especially those that relate to physical traits should not be included in schemes of service. A few examples are "a pleasant personality" or "a neat appearance" or "shows a keen interest".
- 24) Specific subjects need to be laid down. For example, the term "Social Science" is a broad term which covers a wide range of subjects inter-alia:
- ✓ Economics
  - ✓ History
  - ✓ Law
  - ✓ Philosophy
  - ✓ Sociology
  - ✓ Communication and Cultural Studies
  - ✓ Health Studies
  - ✓ Politics
  - ✓ Psychology

Therefore a "degree in social science" should not be mentioned in schemes of service. Instead, a degree in any one of the subjects in the indicative list above and those relevant to the job need to be specified.

### 4.2.1 GENERAL TRAINING REQUIREMENTS

In schemes of service where item “Training” is included, it is necessary to clearly indicate the following:

- duration of the training
- type of training - theoretical/on the-job/practical
- the organising/dispensing institution
- whenever the training is sanctioned by examinations, the words “**successful completion of the training**” should be used. However, for training which is not sanctioned by examinations, the words “**satisfactory completion of the training**” should be used.
- whether the successful completion of the training is warranted by a certificate, and also whether such a certificate is a condition for appointment to the next higher grade or appointment in a substantive capacity in the same grade.

### 4.2.2 PHYSICAL REQUIREMENT

The format for physical requirement is as follows:

Candidates should have a good physique with their **Body Mass Index (BMI) values** ranging between **18.50** and **24.99** and they should be able to undergo strenuous physical exercise. They should have a normal eyesight (without glasses or contact lenses) and also satisfy the following minimum requirements -

**For male candidates**

Height	1 m 70
Chest Measurement (normal inspiration)	84 cm

**For female candidates**

Height	1 m 63
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### 4.3 DUTIES

Duties should be framed in such a manner so as to demarcate the different levels in a cadre. In this context, proper consultation should be carried out with the Head of the cadre concerned.

#### 4.3.1 ICT FUNCTIONS

The appropriate wording to be used for ICT is given below:

*“to use ICT in the performance of his duties.”*

#### 4.3.2 OTHER RELATED DUTIES

The new formula is given below:

*“To perform such other duties directly related to the main duties listed above or related to the delivery of the output and results expected from the..... (to specify the grade title) in the roles ascribed to him”*

#### 4.3.3 THE “NOTE” FOR HOURS OF WORK

This “Note” which is specified under item “Duties” of a scheme of service is usually worded as follows:

##### (i) WHEN WORKING OUTSIDE NORMAL WORKING HOURS

*“..... (to specify grade title) will be required to work outside normal working hours including Saturdays, Sundays and Public Holidays and officially declared cyclone days.”*

##### (ii) WHEN WORKING ON SHIFT

*“..... (to specify grade title) will be required to work on shift covering a 24 hour service including Saturdays, Sundays and Public Holidays and officially declared cyclone days.”*

(iii) **WHEN WORKING ON ROSTER**

*“..... (to specify grade title) are required to work on a roster basis, including Saturdays, Sundays and Public Holidays (and officially declared cyclone days .\*) ”*

*\* as appropriate*

(iv) **WHEN WORKING AT STAGGERED HOURS**

*“.....(to specify grade title) will be required to work at staggered hours.”*

**4.3.4 DEFINITIONS OF THE DIFFERENT TERMS FOR HOURS OF WORK**

For the sake of clarity and the ease of understanding, it is necessary to give a definition of the above terminologies so as to ensure the correct wording of the “Note”.

The definitions of the different modes as provided in the PRB Report 2013 are reproduced hereunder:

**Shift work** is a flexible working arrangement for a 24-hour coverage where one employee replaces another or where different group of workers do the same job one after another and whereby workers normally work 40 hours weekly, or an average of 40 hours weekly in a cycle. These workers work in relays on a 24-hour basis including invariably night duty and work on Sundays and Public Holidays.

**Workers operating on a roster basis** do not work on a 24-hour basis but according to a structured pattern of work specifying the starting times and finishing times of turns of duty which may or may not include night duty.

**Workers operating on roster (day)** are those whose turn of duty starts either at or after 4.00 a.m. or goes up to 8.00 p.m. **Workers operating on roster (day and night)** are those whose turn of duty may start either before 4.00 a.m. or extend beyond 8.00 p.m.

**Workers categorised as working at staggered hours** work normal hours but are called upon to work, on a regular basis, at irregular hours including Saturdays and Sundays against time-off during their normal working hours. It is a way of covering a longer day.

Night work means work which is performed during a period of not less than seven consecutive hours, including the interval from midnight to 5.00 a.m.

#### 4.4 GOOD PRACTICES FOR DRAFTING OF SCHEME OF SERVICE

In the previous sections, the principles which should guide the drafting of schemes of service have been spelt out. While these principles are mandatory, it is equally important to give due consideration to the following good practices:

- (a) a scheme of service should **not** be amended/reviewed in isolation. When reviewing a scheme of service for a post in a cadre, it is necessary to consider whether the schemes of service for other posts in the same cadre should be reviewed simultaneously or not.

## SECTION FOUR

- (b) proposals for the review/framing of schemes of service should be accompanied by soft copies and should be submitted to the MCSAR according to the prescribed template at **Appendix II**.
- (c) jobs, whether new or existing, should be designed/redesigned in such a way so as to fit the existing structure of the Ministry/Department concerned.
- (d) any request for a review of a scheme of service should be fully justified.
- (e) Ministries/Departments should refrain from making recommendations for the filling of vacancies for posts on the basis of schemes of service which no longer meet the requirements of the post.
- (f) it is important for Ministries/Departments to –
  - (i) ensure that schemes of service are scrutinized and updated, as and when required, and particularly, well before vacancies are reported to the appropriate Service Commissions; and
  - (ii) carry out an in-depth analysis of proposals for amendments and assess the implications of such proposals on the overall staff structure.
- (g) in cases of restructure or the creation of new organisations, submission of schemes of service to the MCSAR should invariably be accompanied by an organisation chart, copies of Memorandum of Understanding (MOU) where applicable, appropriate legislations together with proposed schemes of service for all posts in the new structure.

- (h) there should be only one scheme of service for a common grade in the same Ministry/Department even though the officers in the grade operate in various Divisions/Units of the same organisation. The qualifications requirements should be of the same level but may be in different fields in view of the difference in the nature of the duties to be performed. For example, the grade of Scientific Officer in the Ministry of Agro-Industry and Food Security.
- (i) with the creation of new grades/levels as recommended in the PRB Report, consequential amendments should be brought to the schemes of service of existing grades to reflect the required profiles, roles and responsibilities of incumbents.
- (j) where the PRB has made specific recommendation in its Report for the review of Pay and Grading Structures and Conditions of Service in the Public Sector, amendments should be brought to schemes of service prior to the filling of vacancies.



## 5.0 TEMPLATES FOR SPECIFYING QUALIFICATIONS

This Section is intended to assist in framing/laying down specific requirements for qualifications to be inserted in schemes of service. The templates given hereunder have been developed in line with current practice and following recommendations made by the PRB in its Reports. The various scenarios are for general guidance and are not exhaustive.

### 1. For posts requiring candidates to show proof of having sat for the Cambridge School Certificate Examination or the General Certificate of Education “Ordinary Level” Examination.

#### A. FOR SERVING EMPLOYEES –

##### (i) For cases where the source grades need to be specified

By selection from among..... (*title of the grade concerned*) on the permanent and pensionable establishment (*of the Ministry/Department\**) who show proof of having sat for the Cambridge School Certificate Examination or the General Certificate of Education “Ordinary Level” Examination in at least five subjects at one sitting or an examination of equivalent standard acceptable to the Public Service Commission/Disciplined Forces Service Commission.

**\*Optional**

**Note: The word "serving" not to be inserted when the Ministry/Department is specified.**

**(ii) For cases where the source grades need not be specified**

By selection from among serving employees on the permanent and pensionable establishment (*of the Ministry/Department\**) who show proof of having sat for the Cambridge School Certificate Examination or the General Certificate of Education “Ordinary Level” Examination in at least five subjects at one sitting or an examination of equivalent standard acceptable to the Public Service Commission/Disciplined Forces Service Commission.

**B. FOR OUTSIDE CANDIDATES**

By selection from among candidates who –

- (i) possess the Certificate of Primary Education; and
- (ii) show proof of having sat for the Cambridge School Certificate Examination or the General Certificate of Education “Ordinary Level” Examination in at least five subjects at one sitting or an examination of equivalent standard acceptable to the Public Service Commission/Disciplined Forces Service Commission.

**2. For posts requiring minimum passes at Cambridge School Certificate/General Certificate of Education "Ordinary Level"****A. FOR SERVING OFFICERS****(i) Where subjects taken at Cambridge School Certificate need not be specified**

By selection from among serving employees on the permanent and pensionable establishment (*of the Ministry/Department\**) who possess the

Cambridge School Certificate or have obtained passes on one certificate at the General Certificate of Education “Ordinary Level” either (i) in five subjects including English Language with at least Grade C in any two subjects or (ii) in six subjects including English Language with at least Grade C in any one subject or an equivalent qualification acceptable to the Public Service Commission/ Disciplined Forces Service Commission.

**\*Optional**

**Note: The word "serving" not to be inserted when the Ministry/Department is specified.**

**(ii) Where subjects taken should be specified**

By selection from among serving employees on the permanent and pensionable establishment (*of the Ministry/Department\**) who possess the Cambridge School Certificate with at least a pass in .....(*to specify the required subject/s*) or passes obtained on one certificate at the General Certificate of Education “Ordinary Level” either (i) in five subjects including English Language and .....(*to specify the required subject/s*) with at least Grade C in any two subjects or (ii) in six subjects including English Language and .....(*to specify the required subject/s*) with at least Grade C in any one subject or an equivalent qualification acceptable to the Public Service Commission/Disciplined Forces Service Commission.

**\*Optional**

**B. FOR OUTSIDE CANDIDATES****(i) Where subjects taken at Cambridge School Certificate should not be specified**

Cambridge School Certificate or Passes obtained on one certificate at the General Certificate of Education “Ordinary Level” either (i) in five subjects including English Language with at least Grade C in any two subjects or (ii) in six subjects including English Language with at least Grade C in any one subject or an equivalent qualification acceptable to the Public Service Commission/ Disciplined Forces Service Commission.

**(ii) Where subjects taken should be specified**

Cambridge School Certificate with at least a pass in ..... *(to specify the required subject/s)* or Passes obtained on one certificate at the General Certificate of Education “Ordinary Level” either (i) in five subjects including English Language and.....*(to specify the required subject/s)* with at least Grade C in any two subjects or (ii) in six subjects including English Language and .....*(to specify the required subject/s)* with at least Grade C in any one subject or an equivalent qualification acceptable to the Public Service Commission/Disciplined Forces Service Commission.

**3. For posts requiring Cambridge School Certificate/General Certificate of Education "Ordinary Level" with credit in less than five subjects.**

**(i) FOR SERVING OFFICERS**

By selection from among serving officers who possess a Cambridge School Certificate with credit in ..... *(to specify the required subject/s)* obtained at not more than two sittings or passes not below Grade C in.....*(to specify the required subject/s)* obtained at not more than two sittings at the General Certificate of Education "Ordinary Level" provided that at one of the sittings, passes have been obtained either (i) in five subjects including English Language with at least Grade C in any two subjects or (ii) in six subjects including English Language with at least Grade C in any one subject or an equivalent qualification acceptable to the Public Service Commission/Disciplined Forces Service Commission.

**(ii) FOR OUTSIDE CANDIDATES**

Cambridge School Certificate with credit in at least ..... and ..... *(to specify the required subject/s)* obtained on one certificate or Passes in at least five subjects with at least Grade C in ..... and ..... *(to specify the required subject/s)* obtained on one certificate at the General Certificate of Education "Ordinary Level" or an equivalent qualification acceptable to the Public Service Commission/Disciplined Forces Service Commission.

**(iii) FOR OUTSIDE CANDIDATES IN IDENTIFIED SCARCITY AREAS**

Cambridge School Certificate with credit in at least ..... and ..... (to specify the required subject/s) obtained at not more than two sittings or Passes in at least five subjects with at least Grade C in ..... and ..... (to specify the required subject/s) at not more than two sittings at the General Certificate of Education “Ordinary Level” provided that at one of the sittings, passes have been obtained either (i) in five subjects including English language with at least Grade C in any two subjects or (ii) in six subjects including English language with at least Grade C in any one subject or an equivalent qualification acceptable to the Public Service Commission/Disciplined Forces Service Commission.

**4. For posts requiring credit in at least five subjects at the Cambridge School Certificate/General Certificate of Education "Ordinary Level"**

**A. FOR SERVING OFFICERS****(a) Where a credit in English Language is a requirement**

By selection from among serving officers ..... (of the Ministry/Department\*) who possess a Cambridge School Certificate with credit in at least five subjects including English Language, ..... and ..... or ..... obtained at not more than two sittings or passes not below Grade C in at least five subjects including English Language, ..... and ..... or ..... obtained at not more than two sittings at the General Certificate of Education “Ordinary Level” provided that at one of the sittings, passes have been obtained either (i) in five subjects including English Language with at least Grade C in any two subjects or (ii) in six subjects including English Language with at least Grade C in any one subject or an equivalent qualification acceptable to the Public Service Commission/Disciplined Forces Service Commission.

**Note**

Candidates not possessing a credit in English Language at the Cambridge School Certificate will also be considered provided they possess passes in at least two subjects at “Principal Level” and one subject at “Subsidiary Level” as well as the General Paper obtained on one certificate at the Cambridge Higher School Certificate Examinations.

**\*Optional****(b) Where a credit in English Language is not a requirement**

By selection from among serving officers ..... (of the Ministry/Department\*) who possess a Cambridge School Certificate with credit in at least five subjects including .....(to specify subject/s other than English Language) obtained at not more than two sittings or passes not below Grade C in at least five subjects including.....(to specify subject/s other than English Language) obtained at not more than two sittings at the General Certificate of Education “Ordinary Level” provided that at one of the sittings, passes have been obtained either (i) in five subjects including English Language with at least Grade C in any two subjects or (ii) in six subjects including English Language with at least Grade C in any one subject or an equivalent qualification acceptable to the Public Service Commission/Disciplined Forces Service Commission.

**\*Optional****B. FOR OUTSIDE CANDIDATES****(a) Where a credit in English Language is a requirement**

A Cambridge School Certificate with credit in at least five subjects including English language, .....(to specify subject/s) obtained on one certificate or Passes not below Grade C in at least five subjects including English

Language,.....,.....(to specify subject/s) obtained on one certificate at the General Certificate of Education “Ordinary Level” or an equivalent qualification acceptable Public Service Commission/Disciplined Forces Service Commission.

**Note**

Candidates not possessing a credit in English Language at the Cambridge School Certificate will also be considered provided they possess passes in at least two subjects at “Principal Level” and one subject at “Subsidiary Level” as well as the General Paper obtained on one certificate at the Cambridge Higher School Certificate Examinations.

**(b) Where a credit in English Language is not a requirement**

When not specifying a credit in English Language the same formula as at 4 B (a) above should be used without the “**Note**”.

**(c) In scarcity areas**

A Cambridge School Certificate with credit in at least five subjects including .....(to specify subject/s) obtained at not more than two sittings or Passes not below Grade C in at least five subjects including ..... (to specify subject/s) obtained at not more than two sittings at the General Certificate of Education “Ordinary Level” provided that at one of the sittings, passes have been obtained either (i) in five subjects including English Language with at least Grade C in any two subjects or (ii) in six subjects including English Language with at least Grade C in any one subject or an equivalent qualification acceptable to the Public Service Commission/Disciplined Forces Service Commission.



**5. For posts requiring a Cambridge Higher School Certificate/General Certificate of Education "Advanced Level"**

**(a) Where subjects should not be specified**

A Cambridge Higher School Certificate or Passes in at least two subjects obtained on one certificate at the General Certificate of Education "Advanced Level" or an equivalent qualification acceptable to the Public Service Commission/Disciplined Forces Service Commission.

**(b) Where subjects should be specified**

A Cambridge Higher School Certificate with passes at "Principal Level" in ..... *(to specify the required subject/s)* obtained on one certificate or Passes in..... *(to specify the required subject/s)* obtained on one certificate at the General Certificate of Education "Advanced Level" or an equivalent qualification acceptable to the Public Service Commission/Disciplined Forces Service Commission.

**6. In cases where both the Cambridge School Certificate/General Certificate of Education "Ordinary Level" and Cambridge Higher School Certificate/General Certificate of Education "Advanced Level" have to be specified in view of the nature of duties to be performed by incumbents**

- A.** (a) Cambridge School Certificate with credit in at least five subjects including English Language, .....*(to specify required subject/s)* obtained at not more than two sittings or
- (b) Passes not below Grade C in at least five subjects including English Language,....., .....*(to specify the required subject/s)*

obtained at not more than two sittings at the General Certificate of Education “Ordinary Level” provided that at one of the sittings, passes have been obtained either (i) in five subjects including English Language with at least Grade C in any two subjects or (ii) in six subjects including English Language with at least Grade C in any one subject or an equivalent qualification acceptable to the Public Service Commission/Disciplined Forces Service Commission.

**Note**

Candidates not possessing a credit in English Language at the Cambridge School Certificate will also be considered provided they possess passes in at least two subjects at “Principal Level” and one subject at “Subsidiary Level” as well as the General Paper obtained on one certificate at the Cambridge Higher School Certificate Examinations.

- B.** A Cambridge Higher School Certificate or Passes in at least two subjects obtained on one certificate at the General Certificate of Education “Advanced Level”.

OR

Equivalent qualifications to A and B above acceptable to the Public Service Commission/Disciplined Forces Service Commission.

**7. For posts requiring a Diploma in a specific field**

A diploma in ..... (*to specify the relevant field*) from a recognised institution or an equivalent qualification from a recognised institution acceptable to the Public Service Commission/ Disciplined Forces Service Commission.

**8. For posts requiring a Diploma together with passes in specific subjects at the Cambridge Higher School Certificate/General Certificate of Education "Advanced Level"**

- A.** A Cambridge Higher School Certificate with passes at “Principal Level” in ..... and.....(*to specify the required subject/s*) obtained on one certificate or Passes in ..... and.....(*to specify the required subject/s*) obtained on one certificate at the General Certificate of Education “Advanced Level”.
- B.** A diploma in ..... (*to specify the relevant field*) from a recognised institution

OR

Equivalent qualifications to A and B above acceptable to the Public Service Commission/Disciplined Forces Service Commission.

**9. For posts requiring a Degree in a specific field**

A degree in ..... (*to specify the relevant field*) from a recognised institution or an equivalent qualification from a recognised institution acceptable to the Public Service Commission/ Disciplined Forces Service Commission.

**10. For posts requiring a Degree together with passes in specific subjects at the Cambridge Higher School Certificate/General Certificate of Education "Advanced Level" (where applicable)**

- A.** A Cambridge Higher School Certificate with a pass at “Principal Level” in .....(*to specify the appropriate subject*) or Passes in at

least two subjects including.....(specify the appropriate subject) obtained on one certificate at the General Certificate of Education “Advanced Level” or an equivalent qualification acceptable to the Public Service Commission/ Disciplined Forces Service Commission.

- B. A degree in .....(to specify the relevant field) from a recognised institution or an equivalent qualification from a recognised institution acceptable to the Public Service Commission/ Disciplined Forces Service Commission.

**Note \*\*\***

Qualification at A (*i.e. the Cambridge Higher School Certificate*) above should have been obtained prior to qualification at B (*i.e. the degree*) above. However, candidates who, as at 30 June 2003, did not possess the qualification at A above (*i.e. Cambridge Higher School Certificate*), will also be considered provided they hold -

- (a) a Cambridge School Certificate or passes obtained on one certificate at the General Certificate of Education “Ordinary Level” either (i) in five subjects including English Language with at least Grade C in any two subjects or (ii) in six subjects including English Language with at least Grade C in any one subject or an equivalent qualification acceptable to the Public Service Commission/ Disciplined Forces Service Commission.; and
- (b) a Master’s Degree or a postgraduate diploma from a recognised institution in..... (the field/s) at B above, (i.e degree) above or an equivalent qualification acceptable to Public Service Commission/Disciplined Forces Service Commission.

Qualification at (a) under ‘Note’ should have been obtained prior to qualifications at B above and at (b) under ‘Note’.

In schemes of service where a Cambridge Higher School Certificate and a degree are laid down as a requirement the "Note\*\*\*" should be included to provide for the Cambridge Higher School Certificate to have been obtained prior to the degree and for consideration to be given also to candidates who, as at 30 June 2003, possessed a post Cambridge School Certificate degree provided they additionally hold a Master's Degree or a postgraduate diploma in the relevant field.

**11. For posts requiring a Master's Degree**

A Master' Degree in .....(to specify the relevant field/s) from a recognised institution or an equivalent qualification from a recognised institution acceptable to the Public Service Commission/Disciplined Forces Service Commission.

**12. For posts requiring a Master's Degree together with a Degree in a specific field**

**A.** A degree in .....(to specify the relevant field) from a recognised institution or an equivalent qualification from a recognised institution acceptable to the Public Service Commission/Disciplined Forces Service Commission.

**B.** A Master's Degree in ..... (to specify the relevant field/s) from a recognised institution or an equivalent qualification from a recognised institution acceptable to the Public Service Commission/Disciplined Forces Service Commission.

### Format for Professional Qualifications

#### 1. For Engineers

Candidates should be registered as a Registered Professional Engineer of Mauritius in the field of ..... Engineering with the Council of Registered Professional Engineers of Mauritius under Section 13 of the Registered Professional Engineers Council Act No. 49 of 1965, as subsequently amended.

#### 2. For Architects

Candidates should be registered as Professional Architect under Section 19 of the Professional Architects' Council Act.

#### For Accountants

Candidates should possess a pass at the final examination required for admission to membership of one the following bodies:

- (i) The Institute of Chartered Accountants of England and Wales
- (ii) The Institute of Chartered Accountants of Scotland
- (iii) The Institute of Chartered Accountants of Ireland
- (iv) The Association of Chartered Certified Accountants
- (v) The Chartered Institute of Management Accountants
- (vi) The Chartered Institute of Public Finance and Accountancy

#### 3. For Medical Practitioners

Candidates should be registered as medical practitioners in accordance with legislation in force in Mauritius.

## 6.0 SCHEMES OF SERVICE FOR PARASTATAL AND OTHER STATUTORY BODIES

Approval of schemes of service for posts in Parastatal and other Statutory Bodies rests with the respective Board which, in accordance with the relevant Act, is responsible for all recruitment and promotion on such terms and conditions as approved by it.

### 6.1 PROCESSING OF SCHEMES OF SERVICE

The processing of schemes of service for posts in Parastatal and other Statutory Bodies is as spelt out hereunder:-

- (i) The organisation concerned should, after seeking the agreement, in principle of the Board, submit its proposal for the review of an existing scheme of service or for the framing of a scheme of service for a new grade to the parent Ministry giving reasons/justifications in support thereof. The following information/details should be provided -
- Full justifications for the creation of new posts or in respect of amendments brought to existing schemes of service.
  - Certified copies of the existing scheme of service along with the proposed scheme of service according to the existing template (*refer to Section 3 - Page 10*).
  - Career structure/Organisation chart and any other relevant document/correspondence, where appropriate.

- (ii) The proposed scheme of service should be examined by the parent Ministry. This would require, among others, scrutiny of the qualifications' requirements, competencies, skills, role and responsibilities and duties. Moreover, consistency/uniformity with other corresponding levels in the Public Sector should be ensured. With a view to facilitating the processing of schemes of service, HR officers in parent Ministries should stand guided by the same principles and guidelines prevailing in the Public Service.
- (iii) The parent Ministry should consult the PRB in the following instances -
  - (a) for the determination of the salary grading of new posts; and
  - (b) for any change in the mode of recruitment/appointment, qualifications' requirements, years of service/experience to be reckoned by the prospective job holder and for any additional duties/responsibilities which may have a bearing on the salary grading of the post.

All such correspondence should be copied to the Ministry of Civil Service and Administrative Reforms.

- (iv) After vetting by the parent Ministry, the proposed scheme of service should be submitted back to the organisation concerned for approval by the Board/Council.

### **6.2 CONSULTATION WITH THE MCSAR IN EXCEPTIONAL CASES**

Where it is considered essential, the parent Ministry may consult the MCSAR for advice and clarifications on any proposed scheme of service. In such case, the required information as indicated at paragraph 6.1 (i) above should be submitted.



TEMPLATE TO BE USED WHEN SUBMITTING PROPOSED SCHEME OF SERVICE TO STAFF ASSOCIATIONS/FEDERATIONS OF UNIONS

SCHEME OF SERVICE FOR THE POST OF .....

MINISTRY/DEPARTMENT .....

Existing Scheme of Service *		Proposed Scheme of Service	
<u>Ministry/Department:</u>		<u>Ministry/Department:</u>	
<u>Post:</u>		<u>Post:</u>	
<u>Salary:</u>		<u>Salary:</u>	
<u>Effective Date:</u>		<u>Effective Date:</u>	
<u>Qualifications:</u>		<u>Qualifications:</u>	
		<u>Role and</u>	
		<u>Responsibilities:**</u>	
<u>Duties:</u>		<u>Duties:</u>	

Note: (i) \* This part will not be applicable for new posts

(ii) \*\* The item "Role and Responsibilities" is to be included for posts as from mid management level and above

(iii) According to the current policy, the clause "priority of consideration" and "first intake note" should no more be included

(iv) Submissions should be made both in hard and soft copies. The soft copies should be sent at the following address

[mcsarsos@mail.gov.mu](mailto:mcsarsos@mail.gov.mu)

# APPENDIX II

## TEMPLATE TO BE USED WHEN SUBMITTING PROPOSED SCHEME OF SERVICE TO MCSAR

SCHEME OF SERVICE FOR THE POST OF .....

MINISTRY/DEPARTMENT.....

Existing Scheme of Service *	Proposed Scheme of Service	REMARKS
<b>Ministry/Department:</b>  <b>Post:</b>  <b>Salary:</b>  <b>Effective Date:</b>  <b>Qualifications:</b>  <b>Duties:</b>	<b>Ministry/Department:</b>  <b>Post:</b>  <b>Salary:</b>  <b>Effective Date:</b>  <b>Qualifications:</b>  <b>Role and Responsibilities:**</b>  <b>Duties:</b>	(i) Give full justifications in respect of all amendments proposed  (ii) State relevant Policy decision/Government decision/recommendations of PRB Report 2003/2008 and Errors, Omissions and Clarifications Report  (iii) In respect of new posts, state when posts have been created

Note: (i) \* This part will not be applicable for new posts

(ii) \*\* The item "Role and Responsibilities" is to be included for posts as from mid management level and above

(iii) According to the current policy, the clause "priority of consideration" and "first intake note" should no more be included

(iv) Submissions should be made both in hard and soft copies. The soft copies should be sent at the following address

[MCSAR308@mail.gov.mu](mailto:MCSAR308@mail.gov.mu)



## **Ministry of Civil Service and Administrative Reforms**

Level 7, New Government Centre, Port Louis, Republic of Mauritius

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