

07 October 2008

Ministry of Civil Service and Administrative Reforms

Circular Letter No. 35 of 2008

E/330/6/03V7

From: Supervising Officer, Ministry of Civil Service and Administrative Reforms

To: Supervising Officers i/c Ministries/Departments

**Implementation of the Pay Research Bureau Report 2008
Schemes of Service and Qualifications**

Following the recommendations made by the Pay Research Bureau (PRB) in its 2008 Report, the schemes of service of a number of posts have to be amended and new ones have to be devised for newly created posts.

2. The PRB has given an indication of the qualifications and/or duties to be attached to certain posts, but this is by no means exhaustive. Supervising Officers are requested to ensure that every scheme of service incorporates the responsibilities, skills, competencies, known equivalent qualifications, if any, and the actual requirements of the job before its submission to this Ministry.

3. Supervising Officers are informed that the implementation of the following recommendations in the PRB Report 2008 have been deferred pending further study on their implications -

- (i) Paragraph 9.39 – Recruitment and Promotion (*work related test/assignment*)
- (ii) Paragraph 10.18 – Qualifications Requirements at Entry Level
- (iii) Paragraph 10.25(b) – Qualifications Requirements at Degree Level
- (iv) Paragraphs 10.25 (c), (d) and (e) – Entry grades requiring a post “A” Level Degree

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4. In order to facilitate the processing of schemes of service and ensuring that these are dealt with promptly, Supervising Officers are advised that –

- (i) new posts recommended in the PRB Report have to be created before the respective schemes of service can be processed;
- (ii) henceforth, all posts as from mid-management level should include a new component relating to “Role and Responsibilities” as recommended at paragraph 10.7 of the PRB Report. This item should comprise a brief statement of the role of the jobholder and his/her expected performance;
- (iii) the skills, competencies and attributes that are required in addition to the academic qualifications’ requirements should be explicitly stated;
- (iv) where specific recommendations have been made in the Report for changes in qualifications and/or duties, the relevant schemes of service should be amended to reflect the new requirements;
- (v) schemes of service for office jobs as well as those in technical and professional cadres at entry level should include the minimum requirement of the Internet and Computing Core Certification (IC3) with knowledge of office package or documentary evidence of any approved IT proficiency programme followed. All schemes of service should also mention that incumbents would be required to perform word processing and other basic ICT functions;
- (vi) in devising or reviewing the scheme of service for a post, it is highly advisable that the schemes of service for the other posts in the same cadre/structure be reviewed simultaneously, if so required. Consideration should also be given to all instructions issued previously regarding the review of schemes of service and existing schemes of service which have been in force so far, should be amended in the light of new developments that have taken place;
- (vii) high level posts should, as far as possible, be filled by way of selection with a view to standardising and rationalising the mode of appointment to posts at similar or comparable levels in Ministries/Departments, while keeping in mind the specificity of each Ministry/Department;
- (viii) the term “To perform such cognate duties as may be assigned” appearing in schemes of service should be replaced by the term “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 incumbents in the roles ascribed to them”; and

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- (ix) with the raising of the upper age limit for entry in the Public Service from 35 to 40 years, there may be need to review the age limit specified in certain schemes of service taking into consideration the nature of duties to be performed.

5. With a view to ensuring that the framing of schemes of service and the different components thereof are correctly and clearly specified, Supervising Officers are also requested to -

- (i) follow the guidelines regarding the qualifications and related formula to be adopted in schemes of service as set out at **Annex A** ; and
- (ii) take note of the general recommendations made in the PRB Report 2008 relating to schemes of service which have been reproduced at **Annex B.**

6. Supervising Officers are requested to take urgent action for the framing/revision of schemes of service to reflect the recommendations contained in the PRB Report in respect of qualifications/duties/conditions of service taking into consideration the priorities of their Ministries/Departments.

P. Jhugroo
Supervising Officer

Copy to:
Secretary to Cabinet and Head of the Civil Service

Pay Research Bureau Report 2008

Qualifications and related formula to be used in Schemes of Service

1. Posts requiring a bare Cambridge School Certificate

Candidates should possess a 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.

2. Posts requiring a Cambridge School Certificate with credit in at least five subjects

(i) Candidates should possess a Cambridge School Certificate with credit in at least five subjects including obtained on one certificate or Passes not below Grade C in at least five subjects includingobtained on one certificate at the General Certificate of Education "Ordinary Level" or an equivalent qualification acceptable to the Public Service Commission.

(ii) The same wording as at A of paragraph 3 below should be used for posts requiring a Cambridge School Certificate with credit in at least five subjects or less in scarcity areas and in respect of which the approval of the Ministry of Civil Service and Administrative Reforms has been obtained for the number of credits required to be at not more than two sittings.

3. Posts requiring a Cambridge School Certificate with credit in at least five subjects at not more than two sittings together with a Cambridge Higher School Certificate

Candidates should possess

A. A Cambridge School Certificate with credit in at least five subjects including..... obtained at not more than two sittings or

Passes not below Grade C in at least five subjects including 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.

- 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

- C. Equivalent qualifications to A and B above acceptable to the Public Service Commission.

NOTE: Qualification at A above should have been obtained prior qualification at B above.

4. **Posts requiring a Cambridge School Certificate with a credit in English Language**

The following "Note" in accordance with this Ministry's Circular Note No. 18 of 2000 should continue to be included immediately after the Cambridge School Certificate requirements -

“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.”

5. **Posts requiring a Cambridge Higher School Certificate and a degree**

The following "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 –

Note

Qualification at ... (Cambridge Higher School Certificate) above should have been obtained prior to qualification at ... (degree) above. However, candidates who, as at 30 June 2003, did not possess the qualification at ... (Cambridge Higher School Certificate) above, 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; and
- (b) a Master’s Degree or a postgraduate diploma from a recognised institution (in the field/one of the fields) at ... (degree) above or an equivalent qualification acceptable to the Public Service Commission.

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

6. Qualifications in the Education Sector

The following "**NOTE**" should be included to provide for consideration to be given up to 30 June 2018 to serving officers in the teaching profession who possess a post Cambridge School Certificate degree provided they additionally hold a Master's Degree or a postgraduate diploma in the relevant field –

NOTE

Up to 30 June 2018, consideration will also be given to serving officers in the teaching profession who do not possess the qualification at(Cambridge Higher School Certificate) above 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; and
- (b) a Master's Degree or a postgraduate diploma from a recognised institution (in the field/one of the fields) at ... (degree) above or an equivalent qualification acceptable to the Public Service Commission.

Qualification at (a) under 'Note' should have been obtained prior to qualification at (degree) above and at (b) under 'Note'.

Extracts

Pay Research Bureau Report 2008

List of General Recommendations relating to Schemes of Service

IT and Organisation Structure

Recommendation 1

- 8.12 We recommend a Review of Organisation Structures including the updating of duties and responsibilities devolving upon grades where the adoption of Information Technologies shall significantly change the work processes.

Recruitment

Recommendation 1

- 9.15 Chief Executives of Organisations should ensure, as far as possible, that schemes of service are restructured to state explicitly the skills, competencies and attributes that are required in addition to or as part of academic qualification requirements for the different grades under their responsibility.

Recommendation 7

- 9.51 We recommend that, with effect from 1 July 2008, the age limit for entry into the Public Service be raised from 35 to 40 years. However, the age limit for the Workmen's Group should be maintained at 45 years.

Review of Schemes of Service and Qualifications

Recommendation 1

- 10.7 We recommend that Chief Executives should initiate action to assess the pertinent skills, competencies and personal attributes required for relevant grades and their roles and take appropriate action to bring the necessary amendments, as soon as possible, to schemes of service of grades falling under their responsibility.
- 10.8 We further recommend that wherever the terms "*cognate duties*" appear in schemes of service, this should be replaced by the following "*other duties directly related to the main duties listed above or related to the delivery of the output and results expected from incumbents in the roles ascribed to them according to their postings*".
- 10.9 In future, the schemes of service should wherever appropriate include the element of mentoring, training, and basic ICT functions.

Recognition/Accreditation of Prior Experience

Recommendation 3

- 10.14 For posts requiring technical qualifications which are scarce, consideration may be given to the appointment of candidates who lack part of these technical qualifications but have acquired a minimum of 10 years' relevant experience/competence which has been duly recognised by the Mauritius Qualifications Authority (MQA) or any other recognised body as sufficient to make good for the lack of the technical qualifications.

Requirements at Entry Level

Recommendation 4

- 10.17 We recommend that wherever the qualification requirements for grades at entry level is five credits at the Cambridge School Certificate together with two subjects at 'A' level, or the Cambridge Higher School Certificate, consideration should also be given to candidates who have obtained the five credits at Cambridge School Certificate at two sittings provided the Cambridge School Certificate has been obtained prior to the 'A' level.
- 10.19 We further recommend that the MCSAR may, particularly in areas where there is difficulty of recruitment and high turnover rate, extend on a case to case basis, in consultation with relevant parties, the recommendation of having credit in the number of subjects required of not more than two sittings to posts where:
- (a) a Cambridge School Certificate with credit in five subjects or less is required; and
 - (b) appointment is made from among serving officers provided they have obtained at least the Cambridge School Certificate or the equivalent General Certificate of Education 'O' level at one or two sittings.

Qualification Requirements at Degree Level

Recommendation 5

- 10.25 (a) The qualification requirements for entry grades requiring a degree should be a post 'A' level degree in the relevant field. However, this should not apply to grades in the Education Sector where a post SC degree has been deemed equivalent to a post HSC diploma in the scheme of service;

Amendments to entry grades requiring a Degree

Recommendation 6

10.28 We recommend that serving officers, in the teaching profession possessing a post SC degree, may be considered up to 30 June 2018 for grades in the education sector requiring a post “A” level degree provided they additionally hold a Master’s Degree or a post graduate diploma in the relevant field.

Qualification Requirements for grade-to-grade promotion

Recommendation 7

10.32 We recommend that where two or more qualifications are specified for promotion, an officer in the service at the level immediately below who possesses the whole of the higher/highest qualification but lacks only part of the lower qualification/s should also be considered for promotion provided he satisfies all the other requirements of the promotional grade.

Alternative and Equivalent Qualifications

Recommendation 8

- 10.34
- (a) Alternatives to a prescribed qualification should, as far as possible, be of the same level and in the same subjects that are required for the post;
 - (b) Where a post SC degree has been deemed to be equivalent to a post ‘A’ level Diploma in a scheme of service, candidates who hold a degree but lack part or the whole of the SC qualification should also be considered for appointment in scarcity areas e.g. Oriental Language Teachers; and
 - (c) Where a candidate has been recruited based on the qualifications deemed to be equivalent to the prescribed qualification in the scheme of service, this equivalence should continue to be considered for promotional grades as if the incumbent possesses the required qualifications.

Special Provisions for Graduates and Professionals

Recommendation 14

10.58 We recommend that, the Authorities consider gradually raising the minimum qualification requirements for entry to grades requiring a degree with salary in a scale the maximum of which is Rs 40000 to a Post graduate Degree or equivalent post graduate qualification in the respective fields, except in areas of scarcity.

Public Sector Computerisation

Recommendation 7

15.28 We recommend that :

- (a) The MCSAR takes appropriate steps to amend the schemes of service of office jobs, including those in technical and professional cadres, so as to include as a minimum qualification requirement the Internet and Computing Core Certification (IC3) with knowledge of Office Package. The schemes of service should also mention that incumbents would be required to perform word processing and other basic ICT functions.

Promotion Framework

Recruitment and Promotion

Recommendation 2

9.29 We again recommend that :

- (a) class-to-class promotion should invariably be made on the basis of selection; and
- (b) grade-to-grade promotion should be determined on a case to case basis with the mode of promotion explicitly mentioned in the relevant schemes of service.

9.30 We further recommend the following updated promotion framework as guidelines for determining promotion procedures:

- (a) for grades at lower levels, where physical and technical skills can be developed through long practice and for grades with duties of same nature requiring mainly increased experience for the performance of the job, promotion could be made on the usual basis on the recommendation of the Supervising Officer;
- (b) for jobs at the middle level, where some decision-making ability, leadership qualities and skills on the job are required, seniority alone should not be depended upon but that along with seniority, merit must be given due weight and attention;
- (c) for jobs at higher levels, such as first in command or second in command, appointment should be made by selection from suitable and qualified candidates at the appropriate levels from the same cadre or from another cadre that has branched out from the main cadre;
- (d) the selection exercise, both for middle and higher levels, should not necessarily be a competitive examination but could consist of an assessment of training received and experience; length of service; an oral examination; a performance test; a factor based on recorded service ratings; a factor based on formal in-service training courses

successfully completed; a written objective test; or any combination thereof;

- (e) where a selection exercise has been made for one of the levels of a cadre, appointment to the next grade could be made on the basis of recommendation by the Supervising Officer, i.e in a cadre of four levels or more, selection could be made for the first and third levels or for the second and fourth levels, e.g. if an Assistant has been chosen through selection, the Deputy could be appointed on the basis of seniority and merit. This should not preclude selection at two successive levels where the need is felt;
- (f) where the duties to be performed at the next higher level is of a different nature requiring additional competencies (e.g. managerial or leadership) or additional qualifications, the Chief Executive may resort to selection to fill the vacancies at successive level irrespective of whether the previous level was filled by promotion or selection; and
- (g) where the duties performed at the next higher level require additional ability and competencies and such ability and competencies are not sufficiently available in the cadre or the service, the Responsible Officer may proceed to amend the scheme of service to enable recruitment/selection also from outside the cadre or the service.