

# Review of Pay and Organisation Structure and Conditions of Employment

---



July 2018



# TABLE OF CONTENT

Acknowledgement.....	v
CHAPTER 1 .....	1
INTRODUCTION.....	1
Scope of Assignment.....	1
Background of the NEF .....	1
Terms of Reference.....	3
Main Considerations .....	3
Financial Implications.....	4
Periodicity of Report .....	4
Effective Date .....	4
Structure of the Report.....	4
CHAPTER 2.....	7
APPROACH AND METHODOLGY .....	7
Preliminary Meetings.....	7
Data Collection .....	7
Written Submissions .....	8
Consultative Meetings .....	8
Position Description and Job Evaluation.....	9
CHAPTER 3.....	11
PAY STRUCTURE AND PAY POLICY .....	11
Current Pay system at the NEF .....	11
Representations of the National Empowerment Foundation Employees Union on pay .....	14
Management Submission .....	15
Our Main Observations.....	15
Major Considerations.....	16
Methodology used in devising the pay structure at the NEF .....	17
Job Classification and Recommended Salary Structure.....	18
Conversion Policy.....	19
Salary for new entrants.....	19
Effective Date .....	19
Option .....	19

Genuine Errors/Omissions .....	20
CHAPTER 4 .....	21
<b>ORGANISATION STRUCTURE</b> .....	21
An overview of the present structure.....	21
Summary of main representations from Union and Management .....	22
Our Observations .....	22
Corporate and Administration Department .....	23
Case Management Department.....	31
Human Resource Department .....	36
IT Department .....	39
Finance Department .....	41
Communication Department .....	45
Project Management Department.....	47
NEF Rodrigues .....	52
Reporting Lines .....	58
CHAPTER 5 .....	59
<b>CONDITIONS OF EMPLOYMENT</b> .....	59
Hours of Work.....	59
Flexi time.....	61
Overtime .....	62
Extra Duty Allowance.....	63
Acting and Responsibility Allowance .....	64
Payment of Ad Hoc Allowance.....	65
Salary on promotion .....	66
Passage Benefits .....	66
Leave Benefits.....	67
Gratuity .....	69
End of Year Bonus .....	70
Travelling and Car Benefits .....	70
Eligibility for Travelling Allowance .....	73
Car allowance in lieu of duty exemption .....	73
Funeral Grant .....	75
Cell-Phone Allowance .....	75
Out of Pocket Allowance.....	77

Allowance for Making Tea to Office Attendants.....	77
Meal Allowance.....	78
Uniform Allowance and Protective Equipment .....	78
Health Surveillance .....	79
Medical Scheme .....	79
NEF Rodrigues .....	79
Walking Allowance.....	79
Allowance for cleaning of toilets .....	80
CHAPTER 6 .....	81
OTHER PERTINENT ISSUES AND GENERAL RECOMMENDATIONS.....	81
Permanent and Pensionable Employment (PPE).....	81
Performance Management System .....	81
Annual Salary Increase/Incremental Movement.....	82
Training .....	82
HR Manual.....	83
Qualifications Requiring Registration with Recognised Bodies .....	83
Human Resource Planning (HRP) .....	84
Harmonization of qualification requirements for future entrants .....	84
Cognate duties .....	84
Computerisation .....	85
Good Governance .....	85
Drafting of Report .....	85
Acceptance of the Report .....	86
Terms and Conditions of Employment for employees on determinate contract.....	86
Annex I .....	87
Recommended Salary Structure.....	87
Annex II.....	91
Specific Conversion Table .....	91
Annex III.....	97
Revised Organisation Chart .....	97



## **Acknowledgement**

We would like to heartily thank and express our appreciation to all those who have contributed in the preparation of this Report, in particular, the Ministry of Social Integration and Economic Empowerment, Management of the National Empowerment Foundation (NEF), the National Empowerment Foundation Employees Union as well as individual employees.

The Consultancy Team has appreciated the inputs of Management of the NEF and Union which have been of invaluable assistance and useful in the analysis of problems and the formulation of recommendations.

We are equally thankful to all team members for their support and fruitful contributions.

\*\*\*\*\*



## CHAPTER 1

### INTRODUCTION

#### Scope of Assignment

1.1 The Consultancy Team embarked on this assignment following its appointment on 24 August 2017 by the Ministry of Social Integration and Economic Empowerment. Its main attribution has been to review the pay of employees of the National Empowerment Foundation (NEF) who have not benefitted from any review for nearly the last 10 years while also looking at its organisation structure as an organic whole and making recommendations towards an improvement in the existing conditions of employment. The scope of the exercise also included employees posted in Rodrigues.

#### Background of the NEF

1.2 In the context of economic reform, the Empowerment Program was voted in the framework of the 2006-2007 budget. Subsequently, the NEF was incorporated in July 2008 as a not-for-profit government owned company for effective implementation of the program. Managed by a Board of Directors, the NEF today operates under the *aegis* of the Ministry of Social Integration and Economic Empowerment as its executive arm.

1.3 The NEF aims to provide the most vulnerable people with the ability to improve their living conditions. To this end, it envisions to eradicate extreme and chronic poverty and to strive towards the creation of an inclusive and more equitable society. Its priority missions both in Mauritius and Rodrigues are to support and empower the vulnerable groups with a view to mainstreaming them in society and improving their quality of life in a sustainable manner through the provision of an effective and efficient service delivery, imbued in equity, fairness and impartiality.

1.4 The main object of the Foundation is to ensure the case management of the families eligible under the Social Register of Mauritius as per the Marshall Plan Social Contract and to deliver a range of empowerment support services namely:

- identifying persons living in absolute poverty and assessing their needs;

- implementing and harmonising any integration and empowerment program or scheme;
  - providing accompaniment and counselling to people living in absolute poverty (Case Management Approach);
  - monitoring of social contract signed by beneficiaries to track graduation of the poor out of poverty trap;
  - monitoring and evaluating any empowerment program or scheme; and
  - keeping under review any change in the social or financial circumstances of any person who is receiving support.
- 1.5 The organisation also focuses on enhancing employability of unemployed persons through training and re-skilling; encourage entrepreneurship and improve the capacity/competiveness of small and medium enterprises; provide support to low-income and vulnerable groups; enter into agreements with third parties approved by the Board for execution of programs as entrusted to the Foundation; and efficiently manage the funds granted by Government and/or other parties.
- 1.6 In view of achieving its set objectives, the NEF has been entrusted the task of coordinating various programs in addition to the Empowerment Program which includes the Eradication of Absolute Poverty Program; Trust Fund for Social Integration of Vulnerable Groups; the Decentralised Cooperation Program; the National Corporate Social Responsibility Committee and the representative body of the NEF in Rodrigues.
- 1.7 The day-to-day running and administration of the affairs of the organisation fall under the responsibility of the Chief Administrator, who is answerable to the Board. He is assisted in the execution of the policy of the Board and in the performance of his duties, by Managers of the different departments namely the Communication Manager, Programme Manager (NEF Rodrigues), Project Manager (Civil Engineering), Finance Manager, HR Manager and Head of IT. The NEF has a staffing complement of around 224 employees in different grades including trainees. The core functions are being delivered by officers in the grades of Community Project Coordinator, Community Project Executive, Case Supervisor (NEF Rodrigues), Case Management Officer, Case Management Officer (NEF Rodrigues), Family Social Worker, Case Worker (NEF Rodrigues) and Field Officer (NEF Rodrigues).
- 1.8 Since its incorporation, all employees are employed on contractual basis. However, for those reckoning more than two years' service in the organisation, their contract of employment is for an indeterminate duration.

## **Terms of Reference**

1.9 The Terms of Reference (TOR) of this review exercise has been to:

- (i) examine and review the existing pay structure and to recommend changes in the pay, allowances and other facilities;
- (ii) examine and review the organisation structure; and
- (iii) review the terms and conditions of employment in the contract agreements.

## **Main Considerations**

1.10 The main considerations of this assignment have been, among others:

- (i) to provide a salary structure for employees in the different grades (including those in Rodrigues) having regard to their respective contract of employment and existing conditions of employment;
- (ii) to offer an attractive remuneration package that comprise new conditions of employment;
- (iii) the relevant provisions of the Employment Rights Act and Employee Relations Act 2008, as subsequently amended;
- (iv) regulations in force as regards the National Minimum Wage;
- (v) the need to establish fair relativities and maintain harmonious employee relations and not to create imbalances in the organisation;
- (vi) the need to motivate staff at all levels and to retain those forming part of the core functions of the NEF;
- (vii) to provide a career path for serving employees for improved morale;
- (viii) injecting greater flexibility in the organisation at the operational level;
- (ix) the relative insecurity of tenure of employment at NEF;
- (x) salary movements in the public sector/civil service and the current labour market conditions;
- (xi) erosion in purchasing power; and
- (xii) the need to induce desired employee behaviour and commitment for improved service delivery.

## Financial Implications

- 1.11 The wage bill, inclusive of extra remuneration, end of year bonus, gratuity and other allowances stood at around Rs 84.6 M as at 31 December 2017. **With the implementation of the recommendations of the Report, this figure is estimated to rise by Rs 23.5 M for year 2018, representing an increase of around 28 %.**

## Periodicity of Report

- 1.12 The employees of the NEF have not benefitted from any salary review since its inception. Basically, a salary review is carried out to compensate employees, among others, for the loss in purchasing power following a rise in cost of living such that the take home pay allows a decent living. In certain quarters there is an agreement between management and union for a review to be conducted every three years whilst in the Public Sector the practice is for a quinquennial report.
- 1.13 **We hold that for parity with what obtains in the public sector, Management of NEF may consider the advisability of carrying out a general review of salary and conditions of employment at the NEF every five years.**

## Effective Date

### Recommendation 1

- 1.14 **We recommend that the effective date for implementation of the recommendations of this review exercise should be 01 January 2018, unless otherwise stated.**

## Structure of the Report

- 1.15 The Report covers seven chapters as ensuing:
- |           |   |
|-----------|---|
| Chapter 1 | Introduction: <i>highlights the scope of the assignment, the Terms of Reference assigned, background of the NEF, main considerations and cost implications including the periodicity and effective date of the review exercise.</i> |
| Chapter 2 | Approach and Methodology: <i>describes the different steps used in the conduct of the assignment, the approach adopted in general and the methodology applied.</i>  |

- Chapter 3      *Pay Structure and Pay Policy: gives an overview of the current pay system at the NEF highlighting the representations of Union and Management submissions; our observations; major considerations in determining an appropriate pay structure; methodology used; pay policy adopted in light of the specificity of the organisation and conversion policy.*
- Chapter 4      *Organisation Structure: provides an overview of the organisation structure which exists at the NEF, a summary of the proposals of staff side and Management, our observations and the recommended structure department wise.*
- Chapter 5      *Conditions of Employment: deals with the terms and conditions of employment prevailing at the NEF and those which have been introduced to render the total remuneration package more attractive.*
- Chapter 6      *Other Pertinent Issues and General Recommendations*

\*\*\*\*\*



## CHAPTER 2

### APPROACH AND METHODOLOGY

2.1 In this chapter, we elaborate on the approach and methodology adopted in the conduct of the review exercise of salaries, organisation structure and conditions of employment of employees of the NEF. A consultative and transparent approach has been adopted with all parties so as to ensure their engagement in the carrying out of this exercise.

#### **Preliminary Meetings**

2.2 We kick started the exercise by holding a preliminary meeting with the Chief Administrator. The intent was to apprise him of the scope and terms of reference of the exercise and simultaneously to get an overview of the organisation. Details regarding the working procedure of the Consultancy Team for the smooth conduct of the assignment were also discussed.

2.3 Further to the initial meeting, the Consultancy Team met the Heads of the HR and Finance Department. This meeting provided important insights regarding the mode of employment of the staff, prevailing conditions of employment as well as the existing pay structure. The team's requirements in terms of documentations were also spelt out.

2.4 The Consultancy Team also deemed it apposite to meet the executive members of the union to establish a good rapport and keep them informed of the calendar of events and activities related to the review exercise under way. The Chairman of the Board was also met to obtain his views on the orientation of the NEF.

#### **Data Collection**

2.5 Our next step was to gather relevant data/information and examine documents/past reports of pertinence to the exercise. A letter was accordingly issued to the Management of NEF on 07 December 2017 requesting it to submit the following: a brief on the vision, mission, objectives and future orientation of the organisation; an evolution of its financial position; an updated organisation chart showing the grade structure of the different department/sections; list of grades on establishment including vacant posts and those grades that have been abolished; a breakdown of employees gradewise with salary drawn, additional remuneration and other allowances currently paid; a copy of the HR manual, conditions of employment of

employees as per their contract agreement and job specifications/schemes of service of all existing grades. The information received was of valuable inputs in the analysis of various issues that were to be decided by us.

### **Written Submissions**

- 2.6 Concurrent to our study of existing documents, we issued another letter to the Management and Union of NEF on 21 December 2017 inviting them to submit their representations on pay, conditions of employment and organisation structure. To facilitate response we provided a template specifying the requests and justifications for same. The 10<sup>th</sup> of January 2018 was set as deadline for the submissions.
- 2.7 At the request of the HR Department, we also met the HR Manager and the Human Resource Management Officer with a view to providing assistance for the preparation of their submissions.
- 2.8 During the initial meetings both Management and Union had been informed that they could make joint representations if they so wish. However, both parties preferred to submit separate memorandum.
- 2.9 Besides the submissions from Management and Union, a few written submissions were also received from individual employees who were not unionised.

### **Consultative Meetings**

- 2.10 All the representations were thoroughly and critically examined in order to have a clear picture of the whole organisation, its mission, roles and objectives and its pay and grading structures and conditions of employment. Thereafter, the Consultancy Team established a programme of work to have consultations with the Management, Union and individual employees so as to further explore points raised in their submissions.
- 2.11 We started the consultations with the Union whom we met on 09 and 11 April 2018. All the representations made by them were carefully discussed during these meetings and they were requested to furnish in writing additional information on several of the requests made.

- 2.12 As per our TOR, we were also tasked to conduct a visit to NEF Rodrigues. Hence, on 20 April 2018 we proceeded for a one day visit to Rodrigues. We planned to conduct interview of some job incumbents and hold meetings with both the staff and the official side. During our visit, the Attendant/Cleaner was interviewed and her Position Description Questionnaire written. Thereafter, we proceeded by meeting the Union followed by the Assistant Programme Manager and the Programme Manager.
- 2.13 During these meetings, we were apprised that although the field personnel perform the same jobs as their counterparts in Mauritius they do not have the same job title. Further, many benefits which were provided to their Mauritian counterparts such as grant of allowances and training opportunities were not extended to them. We took note of all the grievances with a view to discussing them with Management.
- 2.14 On our return, we pursued with the series of consultations by hearing individual employees who had expressed the wish to depone before the Consultancy Team. The Heads of Departments were then convened to a meeting individually to elaborate on their submissions particularly those relating to the structure of their respective departments.
- 2.15 Subsequently, meetings with Management were held on 16 and 17 May 2018. These meetings enabled us to take stock of the new structure being proposed and to get the views of Management on certain points raised by the Staff Side as well as the staff of the NEF Rodrigues.

### **Position Description and Job Evaluation**

- 2.16 So as to capture the essential duties being carried out by incumbents in the different grades at the NEF including the knowledge and the skills necessary for performing those jobs and the conditions under which they must be performed, we designed a Position Description Questionnaire (PDQ).
- 2.17 We then adopted a stratified random sampling method to select jobholders for the writing of the PDQ. However, where the establishment size was small, discretion was used to sample a greater number of employees. Further, officers who had not been sampled but who wished to write their position description were also invited to do so. Together with the PDQ we sent the selected job holders instructions and guidelines to help them fill the questionnaires. Assistance by phone was also provided to some selected jobholders who were having difficulties to fill the form. As regards the manual

grades, the job incumbents were interviewed by members of the Consultancy Team and the duly filled questionnaires were submitted for vetting by the employees' immediate supervisor.

2.18 About 58 dully filled questionnaires were returned. All the position description questionnaires received were carefully scrutinized and a consolidated position description mounted for grades having more than one incumbent so as to obtain a complete picture of the job and take care of the variability within the grades.

2.19 A Job Evaluation exercise was then carried out considering, among others, the duties, responsibilities and working conditions mentioned in the position description questionnaires and also the qualifications specified in the schemes of service.

\*\*\*\*\*

## CHAPTER 3

### PAY STRUCTURE AND PAY POLICY

3.1 This chapter gives an overview of the current pay system at the NEF highlighting the representations of Union and Management submissions; our observations; major considerations in determining the appropriate pay structure; methodology used; pay policy adopted in light of the specificity of the organisation and conversion policy for movement to the new salary structure.

#### Current Pay system at the NEF

3.2 Employees of the NEF are presently paid a fixed monthly basic salary as per their respective contract of employment. They are also granted additional remuneration on a yearly basis to compensate for the cost of living adjustments in accordance with the provisions of the Additional Remuneration Act. As such, employees at different levels of operation have benefitted from Cost of Living Allowance (COLA) granted in the intervening years from 2008 to 2017 depending on their salary drawn and the year they joined the NEF. Therefore, one basic salary has different gross salaries.

3.3 At the lowest level, employees are paid a monthly basic salary of Rs 8000 while at the highest level the salary is pegged at Rs 90000. The pay components in addition to monthly salary comprise travelling allowance, cell-phone allowance, cashable annual leave, gratuity, end of year bonus, overtime and other allowances such as meal allowance, skilled allowance, ad-hoc allowance, maternity allowance, amongst others.

3.4 The present salary structure of employees at the NEF in the different grades both in Mauritius and Rodrigues including vacant posts is as hereunder:

<b>Salary and Grade</b>
<b>Rs 90000</b> Chief Administrator
<b>Rs 65000</b> Finance Manager HR Manager

<b>Salary and Grade</b>
<b>Rs 65000</b> Project Manager (Civil Engineering) Programme Manager Programme Manager (NEF Rodrigues)
<b>Rs 60000</b> Administrative Manager
<b>Rs 50000</b> Communication Manager Head of IT
<b>Rs 40000</b> Assistant Programme Manager Assistant Programme Manager (NEF Rodrigues) Procurement Executive
<b>Rs 35000</b> Community Project Coordinator Coordination and Monitoring Officer
<b>Rs 32500</b> Psychologist
<b>Rs 30000</b> Database Administrator Human Resource Management Officer
<b>Rs 26000</b> <b>Rs 30000</b> Accounts Officer
<b>Rs 25000</b> Community Project Executive Case Supervisor (NEF Rodrigues)

<b>Salary and Grade</b>
<b>Rs 20000</b> Administrative Assistant
<b>Rs 18000</b> Supervisor, MPU
<b>Rs 17500</b> IT and Communication Officer
<b>Rs 16400</b> Case Management Officer Case Management Officer (NEF Rodrigues)
<b>Rs 15000</b> Accounts Clerk (Graduate) Executive Assistant (Graduate) HR Assistant IT Assistant
<b>Rs 13000</b> Accounts Clerk (Non-Graduate) HR Clerk Procurement Clerk
<b>Rs 12500</b> Family Social Worker Case Worker (NEF Rodrigues)
<b>Rs 12000</b> Executive Assistant (Non-Graduate) Executive Assistant (NEF Rodrigues) Receptionist
<b>Rs 11700</b> Clerical cum Word Processing Operator (NEF Rodrigues) Field Officer (NEF Rodrigues)

<b>Salary and Grade</b>
<p><b>Rs 10000</b></p> <p>Data Entry Clerk</p> <p>Driver</p> <p>Driver/Cleaner, MPU</p> <p>Office Attendant</p> <p>Office Attendant cum Driver</p> <p>Office Attendant cum Driver (NEF Rodrigues)</p>
<p><b>Rs 8000</b></p> <p>Attendant/Cleaner (NEF Rodrigues)</p> <p>General Worker, MPU</p>

### **Representations of the National Empowerment Foundation Employees Union on pay**

- 3.5 During consultations, the National Empowerment Foundation Employees Union (NEFEU) has represented that the responsibilities shouldered by employees of the NEF contribute towards the achievement of the objectives set out by Government. Therefore, it is justified that they are rightly and fairly compensated with the right conditions of service so that they can have a decent job with an adequate income.
- 3.6 It has also been represented that some staff of the NEF have been working for the organisation for more than 10 years without any salary increase as compared to public officers who have benefitted from a revision in their salary with the implementation of three successive PRB Reports since 2008. They equally voiced out that employees in the private sector do receive periodic salary increases.
- 3.7 Considering the prevailing situation, the union has made strong representation that a salary increase of around 60% would be fair and reasonable based on the cumulative inflation rate and loss in purchasing power since 2008; the salary increase granted by the PRB in its past three Reports and the value of the job in relation to the duties performed compared to similar positions in the public sector, the moreso there is need to attract and retain staff in the absence of a career path and lack of tenure of office.

- 3.8 In addition, they requested to introduce a pay scale for each and every grade to guarantee incremental movement and earnings in the absence of promotion prospects.

### **Management Submission**

- 3.9 The main demand of Management has been to set a salary scale for all grades at the NEF as these employees have been working with the same basic salary since the inception of the organisation without any incremental movement in salary. They equally advocated that there is need to retain good performers especially in the core grades such that service delivery is not hindered and for the sake of good business continuity.
- 3.10 During consultations, while the augmentation of salary in terms of percentage increase was left to the Consultancy Team to be determined in its own systematic way, request was made that the converted revised salary needs to take into account the years of service reckoned by incumbents in their respective grade with a view to demarcate from new recruits or those with lesser years of service at the NEF.

### **Our Main Observations**

- 3.11 The different contractual posts on the establishment of the NEF carry a flat salary i.e a single salary point as the basic salary. Incumbents in these posts are paid year in, year out the same basic salary as per their respective contract of employment without any incremental movement. There is also a hierarchy of benefits depending on the position held.
- 3.12 The duties devolving upon incumbents are laid down in their respective contract of employment. Nevertheless, the job specification detailing the qualification requirements and duties as well as the roles and responsibilities for certain positions are captured in a scheme of service.
- 3.13 Employees at the bottom of the income ladder, depending on their salary range, received almost full compensation for the rise in cost of living as salary compensation was granted for each of the intervening years between 2008 and 2017. On the other hand, officers higher up the echelon have barely received any compensation for the intervening years as the additional remuneration has either been tapered or has almost been nil.
- 3.14 Officers in managerial positions are not remunerated in a standard way. Moreover, different salary points have been provided for the grades of

Executive Assistant and Accounts Clerk i.e one for non-graduates and one for those possessing a higher qualification/degree though the duties performed are the same in the two categories. Incumbents in the grade of Accounts Officer are also remunerated differently.

- 3.15 Employees at the lowest level are paid a monthly basic salary of Rs 8000 while at the highest level the salary is pegged at Rs 90000 monthly. With the existing salary structure, the pre-tax General Worker to Chief Administrator salary ratio is presently 1: 11.25. This is considered to be quite significant in comparison to the Public Sector where the General Worker and Permanent Secretary salary ratio is 1:7.
- 3.16 There is a disparity in the salary payable to the grade of Office Attendant in Mauritius and the Attendant/Cleaner in Rodrigues though their qualification requirements are similar and they have comparable duties.

### **Major Considerations**

- 3.17 In devising the pay structure of the Foundation, the Consultancy Team has considered the ensuing factors:
- (i) the total remuneration package;
  - (ii) the erosion in purchasing power for the period January 2008 to December 2017 and the annual adjustment in salary in terms of additional remuneration to eligible employees for the same period;
  - (iii) the specificity of the organisation in terms of service delivery;
  - (iv) lack of internal upward mobility(promotion prospects);
  - (v) the need to motivate and retain experienced employees to ensure that the organisation is continued to be manned by competent and skilled staff;
  - (vi) the necessity to ensure adequate differentials in reward for different grades and to match level of responsibilities;
  - (vii) the need to establish fair relativities to maintain harmonious employee relations;
  - (viii) the necessity to link pay to performance;

- (ix) the relationship between pay level at the NEF and remuneration of jobs of comparable weight in the public sector and private organisations;
- (x) compliance with relevant legal regulations e.g. Employment Rights Act and Employee Relations Act 2008, as subsequently amended and the National Minimum Wage;
- (xi) the need to further administrative and organisational efficiency; and
- (xii) the financial impact of the recommendations as well as the capacity of the Foundation to pay including future pay commitments and additional staff costs.

### **Methodology used in devising the pay structure at the NEF**

#### ***Internal Relativities***

3.18 For a proper analysis of the grades, we started with the collection of detailed information on the actual duties performed by employees in their respective position through the use of a structured Position Description Questionnaire (PDQ) viz a stratified sampling exercise. The duly filled in PDQs have been thoroughly examined to assess the individual jobs. In establishing pay relationships among them, a mix of the analytical and non-analytical job evaluation methods was used.

3.19 In addition to establishing an internally aligned pay structure and to meet the needs of the organisation, we deemed it also more appropriate to apply the broadbanding approach combining two or more grades into broad pay bands.

#### ***Benchmarking and External Relativities***

3.20 To ensure fair comparison, external relativities of pay rates and benefits obtainable for comparable jobs in other similar or comparable organisations had to be considered. Hence, a benchmarking exercise was carried to compare the NEF's remuneration structure with selected organisations in the public sector including Parastatal bodies operating under the purview of the Pay Research Bureau (PRB) and other private organisations with analogous functions.

3.21 This exercise has provided useful insights to improve the terms and conditions of employment prevailing at the NEF. The salary structure in the civil service has been an important benchmark for the exercise.

### ***Loss in Purchasing Power***

3.22 The loss in purchasing power has been a major consideration acknowledging that no salary review has been carried out for nearly a decade. The erosion of purchasing power, as measured by the difference between the cumulative rate of inflation and the cumulative rate of compensation has almost been nil at the lowest level and more at the higher levels of the echelon. This follows that employees at certain levels have fully been compensated for the loss in purchasing power.

### ***Total Remuneration Package***

3.23 After examining the current pay system we have evolved a total remuneration system which includes:

- (i) revised conditions of employment to motivate employees and induce the desired behaviour;
- (ii) career path for serving employees in a redesigned organisation with appropriate number of levels for effective service delivery;
- (iii) fixed salary scales; and
- (iv) salary increments based on performance.

### ***Job Classification and Recommended Salary Structure***

3.24 The objectives of the Consultancy Team in setting a pay structure at the NEF have been *inter-alia*, to: motivate serving employees for greater productivity; facilitate recruitment of staff with required skills and competences in the required numbers; enable retention of required talents and enhance service delivery to the stakeholders.

3.25 In so doing, we have taken into consideration the proposals of the individual employees, staff association and management in terms of salary increase as background information for onward deliberations while we also considered the future plans and strategic orientation of the organisation together with what obtains in the public and private sectors as a principle for comparability. The salary package of the employees has been computed on the basis of figures and information provided by Management of the NEF.

**3.26 The recommended salary structure comprising the salary code and salary scale in the different pay bands and the Master Salary Scale are provided at Annex I at the end of this Report.**

### **Conversion Policy**

3.27 The recommended salaries include the cost of living compensation payable as from 01 January 2018, i.e Rs 360.

3.28 To provide the salary conversion, the gross salaries drawn were first calibrated on the Master Conversion Table of the 2016 PRB salary structure. Conversion was based on gross salary drawn. Hence, one basic salary could have different salary conversions and a higher basic salary could also convert to a lower salary point on account of a corresponding lower gross salary. Likewise the net absolute increase would also vary for the same basic salary. Such variations should not, therefore, be construed as being anomalous.

**3.29 To facilitate conversion of the salary of all serving employees, a Specific Conversion Table is provided at Annex II at the end of this Report.**

### **Salary for new entrants**

**3.30 New entrants shall join the recommended salary scale at the initial. However, they may be allowed to join the relevant salary scale at a higher salary point based on their qualifications, experience and past posting as approved by the NEF.**

### **Effective Date**

**3.31 The recommendations contained in this Report should be implemented with effect from 01 January 2018, unless otherwise stated.**

### **Option**

**3.32 Employees of the NEF would be required to exercise an option with respect to the acceptance of the revised salaries and conditions of employment.**

**3.33 It is understood that acceptance in toto of the revised emoluments and the terms and conditions of employment contained in this Report implies acceptance of all changes recommended to render the organisation more efficient and effective.**

**3.34 As per the Employment Relations Act 2008, as subsequently amended, the revised emoluments and terms and conditions of employment contained in this Report once opted for, cannot be the subject of an industrial dispute.**

**3.35 Employees who do not opt for the revised salaries and conditions of employment as recommended in this Report would be paid the compensation as set out in the relevant Additional Remuneration Acts.**

**Genuine Errors/Omissions**

**3.36 All cases considered being genuine errors/omissions should be channelled to the Consultancy Team through the Ministry of Social Integration and Economic Empowerment within a time frame of one month as from the date of approval of the Report for implementation.**

**\*\*\*\*\***

## CHAPTER 4

### ORGANISATION STRUCTURE

4.1 This chapter provides an overview of the existing organisation structure at the NEF, a summary of the proposals of staff side and Management, our observations and the recommended structure department-wise.

#### **An overview of the present structure**

4.2 The NEF is managed by a Board of Directors. At the apex of the organisation, there is the Chief Administrator who is responsible for the day-to-day administration of the Foundation and execution of the decisions and policies of the Board. Recruitment to this post is on contractual basis.

4.3 The organisational set-up of NEF in Mauritius comprises seven departments namely: General Administration, Case Management, Project Management, Human Resource, Finance, Communication and Information Technology (IT). Save for the IT department which is managed by the Head of IT, each of the other departments is headed by a Manager who is assisted by officers at operational and support level as well as employees in the manual grades. A separate branch is found in Rodrigues. The functions and organisation of each department are reported later in this chapter.

4.4 The total staff strength is around 201 in Mauritius including trainees and 23 in Rodrigues. All employees are recruited on contract and for those having completed two years' continuous service at the NEF, their contract of employment is deemed to be for an indeterminate duration.

4.5 Since the incorporation of the Foundation in 2008, its organisation structure has undergone several changes. Certain positions for one reason or another have been freezed following the departure of incumbents in the respective post. This situation has resulted in a reduced workforce requiring employees at the lower level to shoulder the responsibilities of the vacant positions though compensation are provided in some cases. A few grades are also working outside their own operational area. In certain departments, the hierarchical structure is tall with grades having overlapping responsibilities.

### **Summary of main representations from Union and Management**

- 4.6 The main proposals of the NEF Employees Union as regard the organisation structure, have been geared towards the creation of dedicated posts to enhance service delivery as Trainees leave the organisation after acquiring the job knowledge; review of job appellations to commensurate with the nature of duties performed; redefinition of certain posts to reflect the qualification requirements and duties performed as per the job descriptions; provision of a proper structure in the various departments for career advancements; recruitment of additional staff to meet the increase in workload with the Marshall Plan and increasing number of beneficiaries; the possibility to fill vacant posts from serving officers who possess the required qualifications for appointment to the grade or alternatively to consider the years of experience at the NEF for those who are unqualified; and to harmonise the structure in Rodrigues with what obtains in Mauritius.
- 4.7 Management on its side has proposed, among others, the alignment of managerial posts in terms of job appellation and salary; restoration of posts which have been freezed owing to their non-filling; creation of appropriate levels to meet the operational requirements and proper functioning of the Foundation; review of job titles to reflect the core duties performed and alignment with what obtains for similar positions in the Public Sector.

### **Our Observations**

- 4.8 After in-depth analysis of the present structure, we have noted that certain departments do not have an adequate structure to operate efficiently and effectively. For instance, in some departments there is only a managerial position and support staff with no intermediate level.
- 4.9 We have also observed that with the non-filling of key positions, incumbents in the lower grades are called upon to perform duties which normally do not form part of their contract of employment. However, because of the undefined clause “any cognate duties” in their job specification, they have to perform those duties. This situation impacts on the employees’ morale as they have to shoulder higher responsibilities coupled with an increase in workload.
- 4.10 After perusing the position description questionnaires and job specifications of all grades, we have noted that for certain positions the entry requirement is broad necessitating possession of either a professional qualification or diploma qualification or even a Cambridge Higher School Certificate with

relevant years of experience which may result in not having the right person in the right place; some overlapping of duties exists between the grade of Case Management Officer and Family Social Worker; officers with experience at the organisation have to perform higher duties against payment of an appropriate allowance; and there is lack of coherence as regard the job appellations and structure in Rodrigues compared to what is obtainable for the counterparts in Mauritius.

- 4.11 Against this backdrop, we consider the need for a flatter and fit for purpose structure to provide better career earnings. We have, therefore, recommended a three level structure for the various departments to comprise grades at managerial/supervisory, operational and support level to meet the different functional requirements of the organisation; managerial grades operating at same level have been aligned; the mode of recruitment to positions have been widened to include internal serving officers of the Foundation possessing the required qualifications where appropriate; the qualification requirements of job positions for future entrants have been reviewed to facilitate recruitment of the right personnel; and the duties laid down in the job specifications of certain positions have been revisited to reflect those actually performed.
- 4.12 Additionally, with a view to create a multifunctional and polyvalent grade, job positions with more or less comparable duties and responsibilities have been merged and restyled where warranted and for employees in manual grades performing duties of tradesman, a polyvalent grade has been created for their career advancement. In so doing, we have considered their years of experience acquired in the specific trade(s). Moreover, for organisational flexibility the need for a rotation of the staff has been recommended.
- 4.13 Hereunder we elaborate on the different departments.

#### **Corporate and Administration Department**

- 4.14 The Corporate section is responsible for corporate projects and other duties related to the functioning of the Board while the Administration Department provides support services to the other departments and sections. These services pertain to the general office and registry management; cleaning services; maintenance of building; accommodation and logistic and transport management.

4.15 We have duly examined all the proposals made in respect of this department and are making appropriate recommendations for those deemed meritorious.

### **Corporate**

#### **Chief Executive Officer**

##### ***formerly Chief Administrator***

4.16 The Chief Administrator, who is at the helm of the organisation, has requested that his grade be restyled into Chief Executive Officer. As the proposed appellation is in conformity with the job title generally given to the highest-ranking position in an organisation, the grade is being restyled accordingly.

### **Recommendation 2**

**4.17 We recommend that the grade of Chief Administrator be restyled Chief Executive Officer.**

#### **Confidential Secretary (New Grade)**

4.18 At present there is no specific grade to perform secretarial duties. As a result, these duties have been assigned to an Executive Assistant. With a view to assisting the Chief Executive Officer *formerly Chief Administrator* in dealing with his appointments, taking calls and messages and providing other secretarial service, the need is now felt for a dedicated grade to perform these duties.

### **Recommendation 3**

**4.19 We recommend the creation of a grade of Confidential Secretary. Appointment thereto should be made by selection from among serving officers of the NEF possessing a Cambridge Higher School Certificate together with a Certificate in Word Processing/Data Processing or an equivalent qualification acceptable to the Board and reckoning at least four years' service at the NEF. In the absence of qualified serving officers, appointment should be made by selection from among outside candidates possessing the required qualifications.**

4.20 Incumbent would be required, among others, to: perform general secretarial duties including the taking of notes, typing, classification and retrieval of records and documents; arranging appointments; receiving visitors; dealing

with enquiries and performing word processing and simple computer/data processing duties.

### **Administration Department**

#### **Administrative Manager**

4.21 The grade of Administrative Manager, which requires a Degree in Administration or Management together with five years relevant experience at managerial level, is currently unfilled. In line with our philosophy to create a career path for qualified serving officers, we are bringing necessary adjustment to the qualification requirement of the grade.

#### **Recommendation 4**

**4.22 We recommend that the grade of Administrative Manager should, in future, be filled by selection from serving officers of the NEF possessing a degree in Administration or Management or an equivalent qualification acceptable to the Board and reckoning at least five years' experience at managerial level and from outside candidates possessing the above qualifications and experience.**

#### **Administrative Officer**

##### ***formerly Administrative Assistant***

4.23 Incumbents in the grades of Administrative Assistant are currently posted to the Administration Department and the Communication Department. There has been unanimous demand for a change in job appellation of the grade as the current one does not reflect the nature of duties performed by the officers. We are, after examination, restyling the grade to a more befitting appellation as well as reviewing the qualification requirement of the grade. The duties performed by incumbents are also being enriched to be in attunement with the new title.

#### **Recommendation 5**

**4.24 We recommend that the grade of Administrative Assistant be restyled Administrative Officer. Appointment to the grade should, in future, be made by selection from serving officers of the NEF possessing a Diploma in Administration or Management or an equivalent qualification**

acceptable to the Board. In the absence of qualified serving officers, appointment should be made by selection from among outside candidates possessing the required qualifications.

- 4.25 We also recommend that the duties of the grade be enriched to require, *inter-alia*, incumbents to assist the Chief Executive Officer *formerly Chief Administrator* in policy formulation and in the execution of his tasks and also in ensuring that all administrative tasks assigned are carried out efficiently. This element has been taken into consideration in arriving at the recommended salary.**

### **Internal Controller**

- 4.26 It has been argued that there is need for a level of Internal Controller at the NEF to carry out internal audit duties and conduct risk assessments in line with good governance principles. On the basis of the present volume of activities, we consider that there would not be full time work if the position is created now. In the circumstances, we are providing for an alternate measure to assist the NEF to manage its internal audit activities and ensure that it operates according to established norms.

### **Recommendation 6**

- 4.27 We recommend that:**

- (i) pending the need for a full time position of Internal Controller, the NEF in consultation with its parent Ministry, should make provision for its internal audit activities to be carried out by officers of relevant authorities against the payment of an appropriate allowance to be decided by the Board; and**
- (ii) the Finance Manager, with the assistance of the Finance Officer (New Grade), should ensure the establishment of an appropriate internal control system and its proper implementation.**

### **General Executive (New Grade)**

- 4.28 Support services in the various departments are currently being provided by incumbents in specific grades. Hence, there is limited movement of the officers from one department to another. To ensure that the existing human resource is optimally utilized, we have been requested to consider the

possibility of combining the various grades providing support services into a single polyvalent grade.

4.29 We have scrupulously examined the above proposal and hold that the merging of the different grades into a single one would not be technically in order in view of the existing schemes of service. However, for greater flexibility of deployment of staff within the organisation while at the same time ensuring that the rights of existing incumbents are preserved, we consider that it is more appropriate to provide for a new polyvalent level of General Executive.

4.30 Incumbents in the existing support grades would in the first instance be given the opportunity to join the new grade. Thereafter the grade may be filled from outside candidates.

### **Recommendation 7**

**4.31 We recommend that:**

- (i) a grade of General Executive be created on the establishment of the NEF. Appointment thereto should be made by selection from candidates possessing a Cambridge Higher School Certificate or any other relevant equivalent qualification acceptable to the Board;**
- (ii) in the first instance, incumbents in the grades of Accounts Officer, Accounts Clerk, Human Resource Assistant, Human Resource Clerk, Procurement Clerk, Executive Assistant and IT Assistant who possess the required qualifications should be given the option to join the new grade if they so wish and on joining be granted one additional increment on conversion;**
- (iii) the aforementioned grades should be made evanescent and abolished on vacancy. We have provided a personal salary for officers who opt to stay in their respective grade;**
- (iv) only in the absence of qualified serving officers, the grade may be filled by selection from outside candidates possessing the qualification prescribed for the grade;**

(v) the officers who would opt to join the new grade should be provided with appropriate on the job training to render them polyvalent; and

(vi) Management should also devise an appropriate rotation policy for these staff.

4.32 Incumbents in the grade of General Executive would be required, amongst others, to: perform Registry, Human Resource, Finance, Procurement and Supply, Public Relations and IT duties under Supervision; carry out word processing tasks; assist in administrative duties within any department/section/unit; carry out cashier duties as and when required; and service meetings and committees held at the NEF whenever required.

#### **Senior Office Attendant (New Grade)**

4.33 There are at present nine Office Attendants serving the NEF and one of the incumbents has been assigned the duties of Head Office Attendant against payment of a monthly allowance of Rs 2000. In view of the number of officers in post, the need is now felt for a dedicated grade to exercise supervision and facilitate the organisation of work of this category of employees.

#### **Recommendation 8**

**4.34 We recommend the creation of a grade of Senior Office Attendant. Appointment thereto should be made by selection from Office Attendants on the establishment of the NEF who possess a Cambridge School Certificate or an equivalent qualification acceptable to the Board together with at least two years' experience. In the absence of qualified serving officers, appointment should be made by selection from among outside candidates possessing the required qualifications and experience.**

4.35 Incumbent would be required, *inter alia*, to: plan, organise, supervise and control the work of Office Attendants; ensure that the physical environment of office premises is maintained at a good standard; usher in/guide visitors and perform the duties of Office Attendant as and when required.

**4.36 We further recommend that until the filling of the grade of Senior Office Attendant, the Office Attendant who is currently performing the above**

**mentioned duties should continue to be paid the monthly allowance of Rs 2000 as per current arrangement on a personal basis.**

### **Data Entry Clerk**

4.37 A proposal has been made for the grade of Data Entry Clerk to be restyled Receptionist on the grounds that incumbent in the grade does not perform data entry work but is rather called upon to perform receptionist duties.

4.38 We have examined the position description questionnaire of the incumbent which confirms the above. However, given that there already exists a grade of Receptionist at the NEF, we are providing an alternate measure to address the issue.

### **Recommendation 9**

**4.39 We recommend that:**

- (i) incumbent in the grade of Data Entry Clerk be absorbed in the grade of Receptionist;**
- (ii) the grade of Data Entry Clerk be abolished; and**
- (iii) the monthly allowance of Rs 2000 payable to the Data Entry Clerk be discontinued as it has been taken into consideration in the revised salary of the incumbent.**

### **Driver/Office Attendant**

***formerly Driver***

***Office Attendant cum Driver***

4.40 Proposals have been made for the grades of Driver, Office Attendant cum Driver and the Driver/Cleaner at the MPU to be merged in one grade and given a single appellation. We have examined the matter at length and hold that the grade of Driver/Cleaner at the MPU cannot be restyled as proposed in view of certain specific duties performed by incumbents in the grade. As regards the grade of Driver, we had during consultations, notified the union that in case of a merger, the incumbents would, in addition to driving duties, be also required to perform the duties of Office Attendant. As the Union has informed that all the employees concerned are agreeable to the proposed course of action, we have no objection that the grades of Driver and Office Attendant cum Driver be merged and are recommending accordingly.

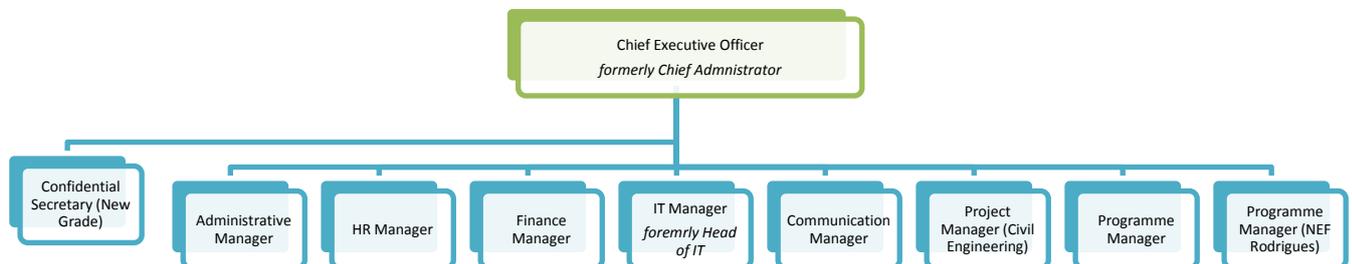
## Recommendation 10

### 4.41 We recommend that:

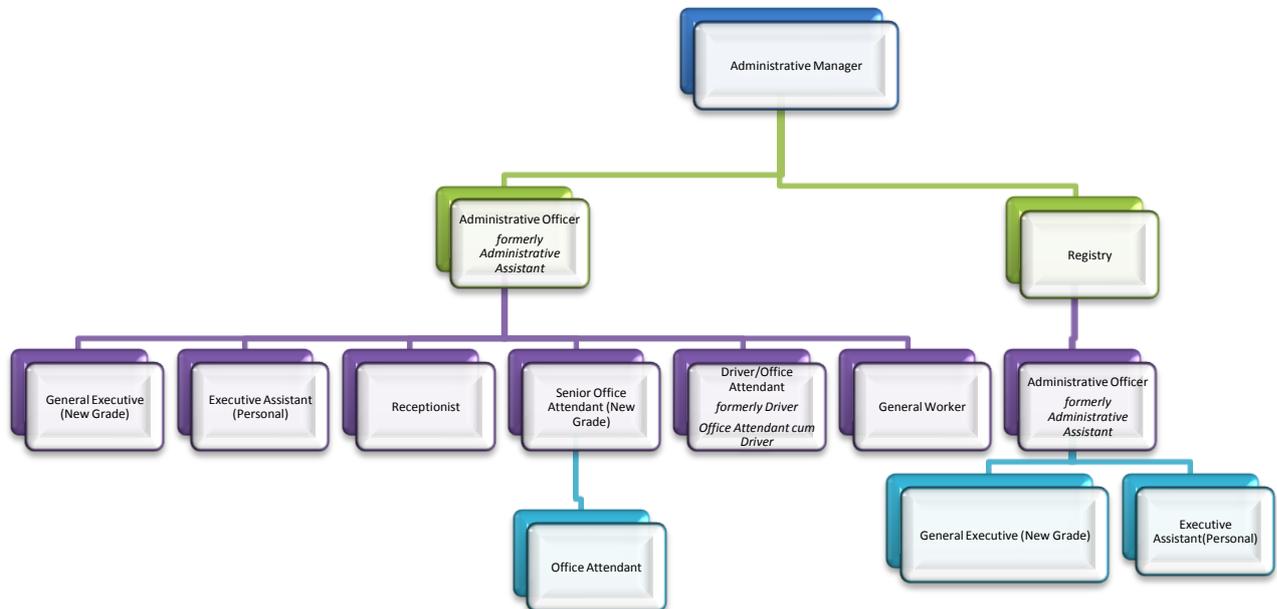
- (i) the grades of Driver and Office Attendant cum Driver be merged and restyled Driver/Office Attendant. Consequently, incumbents in the grade of Driver/Office Attendant should perform both driving and office attendant duties; and
- (ii) the allowance presently payable to the Driver/Office Attendants *formerly Office Attendant cum Driver* for performing Office Attendant and driving duties should be discontinued as this element has already been taken into consideration in arriving at the revised salary of the incumbents.

### Recommended Revised Structure:

#### Corporate



## Administration Department



## Case Management Department

4.42 The Case Management department deals with case management and implementation of pro-poor programmes/projects, which are the core function of the NEF. These activities/projects are implemented district wise and are carried out by officers in a six level hierarchy comprising a Programme Manager, Assistant Programme Manager, Community Project Coordinators (CPC), Community Project Executives (CPE), Case Management Officers (CMO) and Family Social Workers (FSW). The officers are supported in their tasks by Executive Assistants. At present, the posts of Programme Manager and Assistant Programme Manager are vacant.

4.43 We have, in the course of this exercise, received amongst others, proposals for restyling of the grades of CPC and CPE. As we consider the current job appellations to be appropriate, we have not brought any changes thereto. Concerning the structure, we are making appropriate recommendations in the ensuing paragraphs.

### **Programme Manager**

- 4.44 Management has requested for the creation of a Monitoring and Evaluation Unit with specific grades to ensure the proper monitoring and evaluation of projects. Based on the duties proposed for the new grades, we believe that they do not require officers in full time positions. We are consequently enlarging the scheme of service of the grade of Programme Manager to include these duties with a view to optimizing the use of existing personnel.
- 4.45 We are in addition widening the qualification requirement of the grade of Programme Manager so as to create a career path for Community Project Coordinators and other serving officers.

### **Recommendation 11**

**4.46 We recommend that:**

- (i) the duties of the grade of Programme Manager be enriched to require, *inter-alia*, incumbents to be responsible for the monitoring and evaluation of projects and to prepare related reports; and**
  - (ii) the qualification requirement of the grade be amended so that in future, appointment to the grade is made by selection from Community Project Coordinators and other serving officers of the NEF possessing a Degree in Social Work or Management or Administration or an equivalent qualification acceptable to the Board together with five years' relevant experience at managerial level and from outside candidates possessing the prescribed qualifications and experience.**
- 4.47 Provisions made at paragraphs (i) and (ii) above have been taken into consideration in arriving at the salary recommended for the grade.**

### **Community Project Coordinator**

- 4.48 The grade of Assistant Programme Manager, which is the second level in the hierarchy, has remained unfilled since long. On the other hand, Community Project Coordinators have been entrusted with higher responsibilities. In line with the trend for flatter structures we are, therefore, abolishing the grade of Assistant Programme Manager while enlarging the duties of the Community Project Coordinators to include the duties of the higher level. We are also reviewing the mode of appointment to the grade of Community Project

Coordinator for improved career advancement of Community Project Executives as well as other serving officers.

### **Recommendation 12**

**4.49 We recommend that:**

- (i) the grade of Assistant Programme Manager be abolished;**
- (ii) the scheme of service of the grade of Community Project Coordinator be amended to include the duties of the Assistant Programme Manager, *inter alia*, to: assist in the overall implementation, coordination, monitoring and supervision of all operations and activities of the programme; ensure that all projects proposals are in line with the set parameters, guidelines and eligibility criteria approved for the Programme; and ensure an integrated approach in the implementation of projects and contribute to build synergy with programmes/projects by the NEF and external partners. This element has been taken into consideration in arriving at the recommended salary of the grade; and**
- (iii) the grade of Community Project Coordinator should, henceforth, be filled by selection from Community Project Executives and other serving officers of the NEF possessing a Degree in Social Science or Management or Administration or an equivalent qualification acceptable to the Board together with three years' experience in Community Development. In the absence of qualified serving officers, appointment to the grade should be made by selection from among outside candidates possessing the required qualifications and experience.**

### **Community Project Executive**

4.50 Similar to the provision for career advancements of other categories of officers, we are making recommendation for CMOs and serving officers of the NEF holding the prescribed qualification for the grade of CPEs, to be given the opportunity to move up the ladder.

### **Recommendation 13**

**4.51 We recommend that the grade of Community Project Executive should, in the future, be filled by selection from Case Management Officers and serving officers of the NEF possessing a degree in a field related to social and community development or an equivalent qualification**

acceptable to the Board together with at least three years' experience in community work. In the absence of qualified serving officers, appointment should be made by selection from among outside candidates possessing the required qualifications and experience.

**4.52 The Community Project Executives should, in addition to their duties, be required to assist the Community Project Coordinators in taking charge of a district as and when required.**

4.53 Presently, the CPE posted in the district of Riviere du Rempart is being paid a monthly *ad hoc* allowance for performing the duties of the CPC as the latter post is vacant. We are maintaining the continued payment of the allowance pending the filling of the post of CPC in this particular district.

#### **Recommendation 14**

**4.54 We recommend that pending the filling of the post of Community Project Coordinator (CPC) in the district of Riviere du Rempart, the Community Project Executive who has been assigned the duties CPC should continue to be paid the monthly allowance of Rs 8255 as per present arrangement, on a personal basis.**

#### **Case Management Officer (CMO)**

4.55 During the course of consultations, it has been highlighted that there is a high turnover rate among newly recruited CMOs. On the other hand, there are several Family Social Workers who have successfully completed a Diploma in Social Work in addition to reckoning many years of service in the field. However, these officers are not able to integrate the grade of CMO as they do not possess the minimum requirements (School Certificate with five credits including English, French and Mathematics) to be considered for the post. Moreover, there are also serving officers of the NEF though not possessing alternative qualifications are highly versed with the duties of the CMO.

4.56 To circumvent the problem of staff turnover as well as allow experienced officers within the organisation who are qualified to join the grade of CMO, we are bringing necessary adjustments.

### **Recommendation 15**

**4.57 We recommend that the mode of appointment to the grade of Case Management Officer be amended so that recruitment thereto be made by selection from officers in the grade of Assistant Case Management Officer *formerly Family Social Worker* and serving officers of the NEF possessing a Diploma in Social Work or an equivalent qualification acceptable to the Board. In the absence of qualified serving officers, appointment should be made by selection from among outside candidates possessing the required qualifications.**

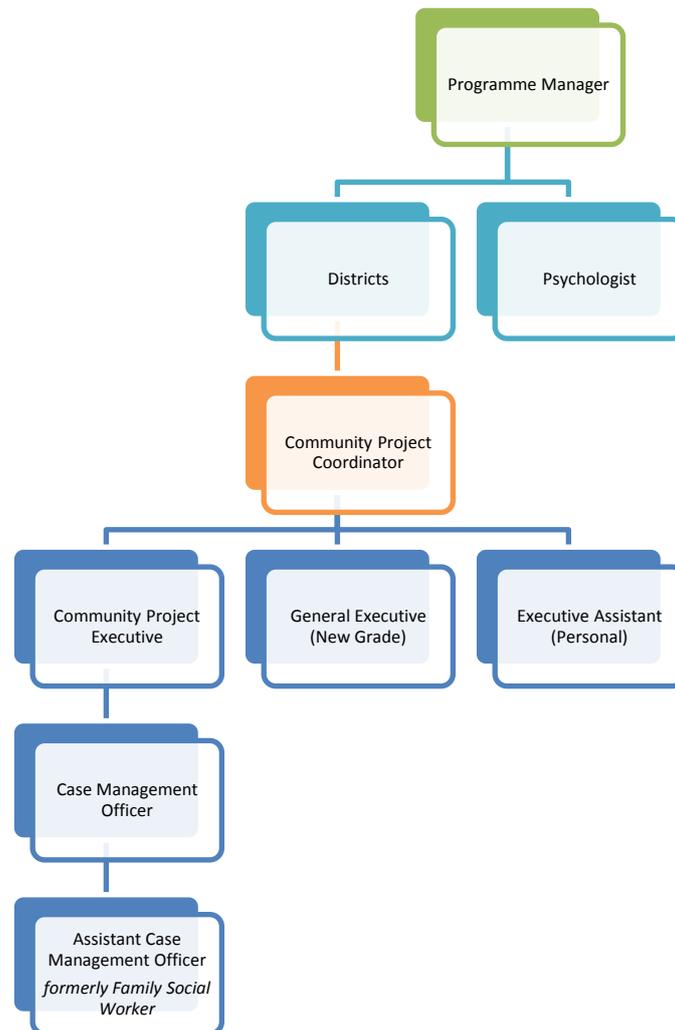
### **Assistant Case Management Officer *formerly Family Social Worker***

4.58 As highlighted by both Management and Union and confirmed by the job descriptions, there is some overlapping of duties between the grades of Family Social Worker and CMO. Most of the Family Social Workers have been serving the NEF since its inception and have extensive experience in the field of social work. This is why they are often called upon to train newly recruited CMOs in connection with field work. We are, after due consideration, restyling the grade to a more appropriate appellation.

### **Recommendation 16**

**4.59 We recommend that:**

- (i) the grade of Family Social Worker be restyled Assistant Case Management Officer; and**
- (ii) appointment to the grade should in future be made by selection from among candidates possessing a Cambridge Higher School Certificate and reckoning at least two years' experience in a field which is acceptable to the Board.**

**Recommended Revised Structure:****Human Resource Department**

4.60 The Human Resource Department is responsible for the human resource functions of the NEF such as recruitment, manpower planning, employee relations, training and development. The department has a four level hierarchy comprising the grades of Human Resource Manager, Human Resource Management Officer, Human Resource Assistant and Human Resource Clerk. Support is also provided by officers in the grade of Executive Assistant.

4.61 We have thoroughly examined all the representations made relating to this department and are making appropriate recommendations for the grades of Human Resource Manager and Human Resource Management Officer

(HRMO). As regards the other grades presently staffing the department, they have been given the option to join the new polyvalent grade of General Executive.

### **Human Resource Manager**

4.62 Appointment to the grade of Human Resource Manager is, at present, made by selection from candidates possessing a degree in Human Resource Management (HRM) together with three years' work experience in HR administration at management level. To create a career path for incumbent in the grade of HRMO and to gainfully utilize the experience acquired by the officer over the years, we are enlarging the mode of recruitment to the grade.

### **Recommendation 17**

**4.63 We recommend that the grade of Human Resource Manager should, henceforth, be filled by selection from officers in the grade of Human Resource Management Officer possessing a degree in HRM or an equivalent qualification acceptable to the Board together with five years' experience in HR Administration at management level and from outside candidates possessing the prescribed qualifications and experience.**

### **Human Resource Management Officer (HRMO)**

4.64 A demand has been made to restyle the grade of Human Resource Management Officer into that of Assistant Human Resource Manager on the ground that the incumbent, in addition to her normal duties has been entrusted with additional responsibilities. As the proposed restyling would render the current structure of the department top heavy we have not acceded to the request. However, to compensate the incumbent for the additional duties performed as underscored by Management, we are making relevant provisions.

4.65 While examining the scheme of service of the grade we have observed that the actual qualification requirement of the grade is a Diploma in HRM. Generally, such a position warrants a Degree. Hence, to be in line with what is obtainable for similar position elsewhere, we are reviewing the qualification requirement.

### Recommendation 18

- 4.66 We recommend that the incumbent in the grade of HRMO should be granted a monthly allowance of Rs 3000 for performing duties over and above her normal schedule of work. The continued payment of the allowance should be subject to the recommendation of the Chief Executive Officer *formerly Chief Administrator* and approval of the Board.
- 4.67 We also recommend that the qualification requirement of the grade of HRMO be amended so that henceforth the grade be filled by selection from serving officers of the NEF possessing a Degree in Human Resource Management or an equivalent qualification acceptable to the Board and reckoning at least three years' experience in the field. In the absence of qualified serving officers, appointment should be made by selection from among outside candidates possessing the required qualifications and experience.

**Recommended Revised Structure:****IT Department**

- 4.68 The IT Department ensures that the IT systems, software services, the data network and telecommunications services of the NEF are properly maintained for an effective service delivery. The Department is currently organized in a two level structure comprising the Head of IT and an IT Assistant. The officers are assisted by an incumbent in the grade of Executive Assistant.
- 4.69 The main proposals for this department have focused on creation of new levels and restyling of existing positions. After examining each of the proposals made we are restyling the grade of Head of IT to a more appropriate appellation and providing for a new level to assist him in the day to day running of the department. As regards the grade of IT Assistant and Executive Assistant, incumbents in the grades have been given the option to join the new grade of General Executive.

**IT Manager*****formerly Head of IT***

- 4.70 There has been a common claim from all parties concerned for the grade of Head of IT to be restyled IT Manager to be in attunement with the other managerial positions. After having thoroughly examined the scheme of

service of the grade and the position description of the incumbent, we subscribe to the view that the appellation of the grade needs to be reviewed. We have also revisited the mode of appointment to the grade.

#### **Recommendation 19**

**4.71 We recommend that the grade of Head of IT be restyled IT Manager. Appointment to the grade should, henceforth, be made by selection from serving officers of the NEF possessing a Degree in the field of Information, Communication and Technology and reckoning at least five years' experience in a middle management position or an equivalent qualification acceptable to the Board and from outside candidates possessing the required qualifications and experience.**

#### **IT Officer/Systems Administrator (New Grade)**

4.72 It has been submitted that the present staff is inadequate to deal with the existing IT infrastructure as officers of the Department, in addition to ensuring the good functioning of the IT systems at the NEF, are also called to service the various learning workstations set up across the island. Further, NEF would soon be embarking on an IMIS project to support its main activities and as a result, it is imperative that the department be reinforced with a new level of responsibility. In view of the arguments put forward and based on functional needs, we are creating a grade of IT Officer/Systems Administrator against abolition of the grade of Database Administrator which is vacant and no longer required.

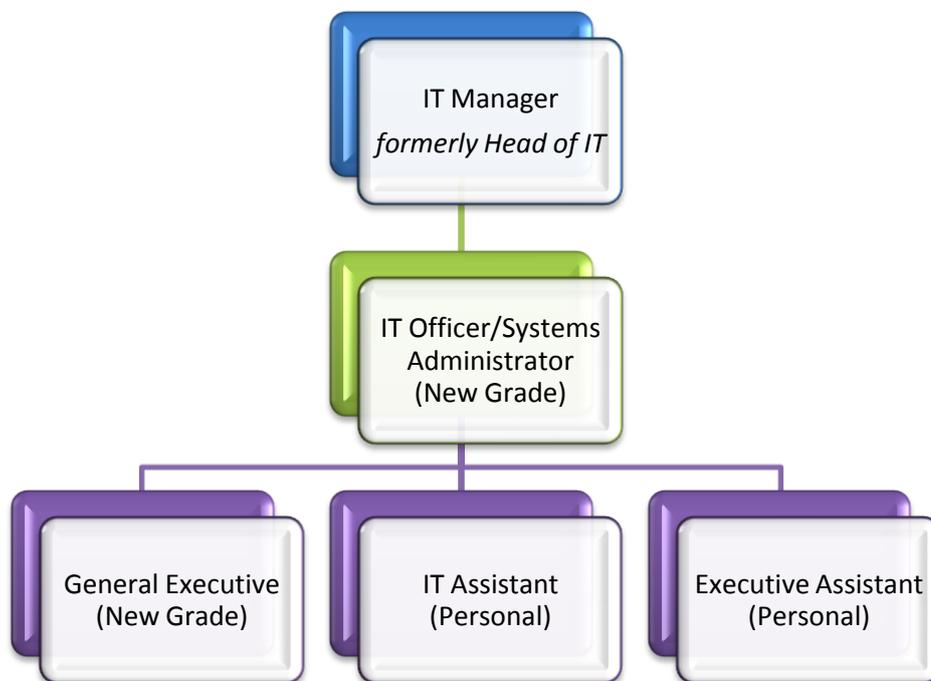
#### **Recommendation 20**

**4.73 We recommend the creation of a grade of IT Officer/Systems Administrator. Appointment thereto should be made by selection from serving officers of the NEF possessing a relevant Degree in Computer Science or IT or Computer Engineering or IS or an equivalent qualification acceptable to the Board and reckoning at least two years' experience. In the absence of qualified serving officers, appointment should be made by selection from among outside candidates possessing the required qualifications and experience.**

4.74 Incumbent in the grade would, among others, be required to: assist the IT Manager *formerly Head of IT* in the day to day running of the department; provide technical expertise in the development of new and existing applications; perform database, networks and system administration; ensure change control for all business applications; direct or perform all activities related to maintaining a successful database environment; set and enforce data entry standards; write database documentations and manage the security and disaster recovery aspects of a database.

**4.75 We also recommend that the grade of Database Administrator be abolished.**

#### **Recommended Revised Structure:**



#### **Finance Department**

4.76 The Finance Department is responsible to manage the finances of the organisation which involves processing and paying bills/invoices, salary payments of staff, budgeting and forecasting, securing funds, collecting money from beneficiaries, reporting through production of annual Financial Statements and other ad hoc reports. It is headed by a Finance Manager who is supported by an Accounts Officer in his daily duties and assistance is provided by officers in the grades of Accounts Clerk and Executive Assistant.

- 4.77 The department also comprises the Procurement Section which is responsible for the purchase of goods and services for use by the organisation and storage and delivery thereof following guidelines of the PPO and based on management decisions. The Finance Manager is responsible for the smooth running of this section and the operational duties are being performed by incumbents in the grades of Procurement Clerk and Executive Assistant.
- 4.78 After a careful examination of the structure, analysing the proposals of both the staff side and Management, to meet the operational requirement of the department and for alignment with what has been recommended for other departments, we are recommending a three level structure for the Finance Department to comprise the grades of Finance Manager and the new grades of Finance Officer and General Executive. To retain qualified officers of the NEF with experience and to provide for a career path to the incumbents, we are opening the post of Finance Manager for internal serving officers and making the post of Accounts Officer evanescent which will no longer be required in the new organisational set-up. For the Procurement Section, we are creating a dedicated grade of Procurement and Supply Officer to enable its proper functioning against the abolition of the grade of Procurement Executive which is presently vacant. Incumbents in the grades of Accounts Officer, Accounts Clerk, Procurement Clerk and Executive Assistant have been given the option to join the new grade of General Executive.

### **Finance Manager**

#### **Recommendation 21**

- 4.79 We recommend that in future, appointment to the grade of Finance Manager be made by selection from serving officers of the NEF who are fully qualified as an Accountant and are member of ACCA, CIMA or the Institute of Chartered Accountant or hold an equivalent qualification acceptable to the Board; reckon a minimum of five years' relevant post qualification experience; and possess good interpersonal, communication and report writing skills and from among outside candidates possessing the required qualifications and experience.**

## **Finance Officer (New Grade)**

### **Recommendation 22**

- 4.80 We recommend the creation of a grade of Finance Officer. Appointment thereto should be made by selection from serving officers of the NEF who possess a Cambridge Higher School Certificate with a pass at “Principal Level” in Mathematics or Accounting; and passes in Papers F1, F2 and F3 of the ACCA Fundamentals (Knowledge) and in at least four papers of the ACCA Fundamentals (Skills) or an equivalent qualification acceptable to the Board. In the absence of qualified serving officers, appointment should be made by selection from among outside candidates possessing the required qualifications.**
- 4.81 Incumbent in this position would be required, *inter alia*, to: assist the Finance Manager in his duties; maintain accounting records and assist in the preparation of annual financial statements and other financial reports; and prepare cash flow forecasts and assist in monitoring the cash flow positions.**
- 4.82 We further recommend that the grade of Accounts Officer be made evanescent and be abolished on vacancy. We are providing a personal salary for officers in post as at 31.12.17.**
- 4.83 We also recommend that pending the filling of the grade of Finance Officer, the Accounts Clerks (Personal) should continue to be paid a monthly allowance of Rs 5000 for performing the duties of the grade of Accounts Officer (Personal), as per present arrangement on a personal basis.**

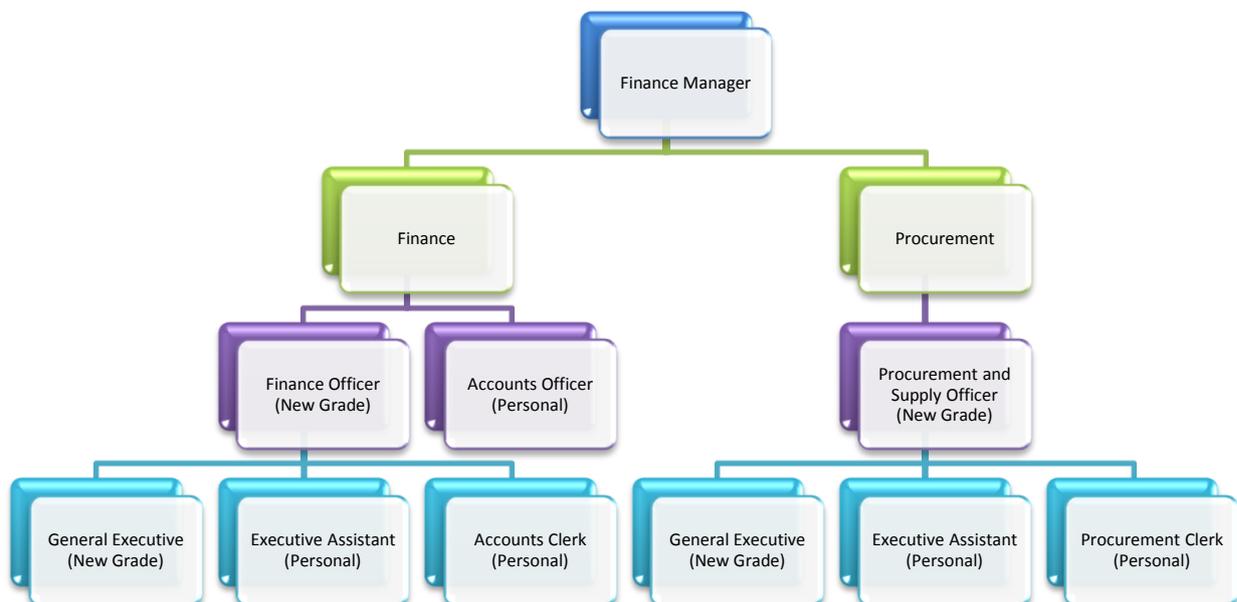
## **Procurement and Supply Officer (New Grade)**

### **Recommendation 23**

- 4.84 We recommend the creation of the grade of Procurement and Supply Officer to be filled by selection from serving officers of the NEF who possess a diploma in Purchasing and Supply Management and who reckon at least two years’ experience in the field or an equivalent qualification acceptable to the Board. In the absence of qualified serving officers, appointment should be made by selection from among outside candidates possessing the required qualifications and experience.**

- 4.85 Incumbent would be required, *inter alia*, to: be responsible for the organisation and management of procurement and supply activities; flag non-compliance and misinterpretation of existing rules and regulations to the Finance Manager; perform procurement, storekeeping and stock control duties in accordance with procurement and supply regulations and procedures; and be responsible for monitoring and issue of all stores items.
- 4.86 We further recommend that with the creation of the grade of Procurement and Supply Officer, the grade of Procurement Executive be abolished.
- 4.87 We also recommend that pending the filling of the grade of Procurement and Supply Officer, the Executive Assistant (Personal) and Procurement Clerk (Personal) should continue to be paid a monthly allowance of Rs 3000 for performing the duties of the grade of Procurement Executive, as per present arrangements on a personal basis.

**Recommended Revised Structure:**



## **Communication Department**

- 4.88 The Communication Department is actively involved in the process of advocating programmes/ projects of NEF addressed to poor families and individuals. It is mainly responsible to disseminate information on the organisation's programmes, activities and projects to all stakeholders; manage complaints/SRM appeals; promote Life Skills Education Training and participate in talks/workshops.
- 4.89 The department is presently headed by a Communication Manager who is supported by an IT and Communication Officer and an Executive Assistant. He has also been entrusted the responsibility to look into the proper functioning of the Information Support Unit (ISU) which is being operated by an Administrative Assistant with Family Social Workers and Executive Assistants providing support services.
- 4.90 During consultations request was made, among others, to align the Communication Manager with other Managers and create the grade of Communication Officer to meet the requirement of the department.
- 4.91 After duly examining the requests, we are reviewing the mode of recruitment to the grade of Communication Manager and also creating a grade of Communication Officer to man the department.

## **Communication Manager**

### **Recommendation 24**

- 4.92 We recommend that in future, appointment to the grade of Communication Manager should be made by selection from among serving officers of the NEF who possess a degree in Communication or Journalism or Linguistics or an equivalent qualification acceptable to the Board with at least five years of relevant professional experience in a related communication field and from among outside candidates possessing the required qualifications and experience.**
- 4.93 We have taken into consideration the new qualification requirements in arriving at the recommended salary of the grade of Communication Manager.**

## **Communication Officer (New Grade)**

### **Recommendation 25**

**4.94 We recommend the creation of a grade of Communication Officer. Appointment thereto should be made by selection from among serving officers of the NEF who possess a Diploma in Communication or Media Studies or Computer Science and Engineering or Information Technology/Computer Science or an equivalent qualification acceptable to the Board and who reckon at least two years of work experience in the field of communication. In the absence of qualified serving officers, appointment should be made by selection from among outside candidates possessing the required qualifications.**

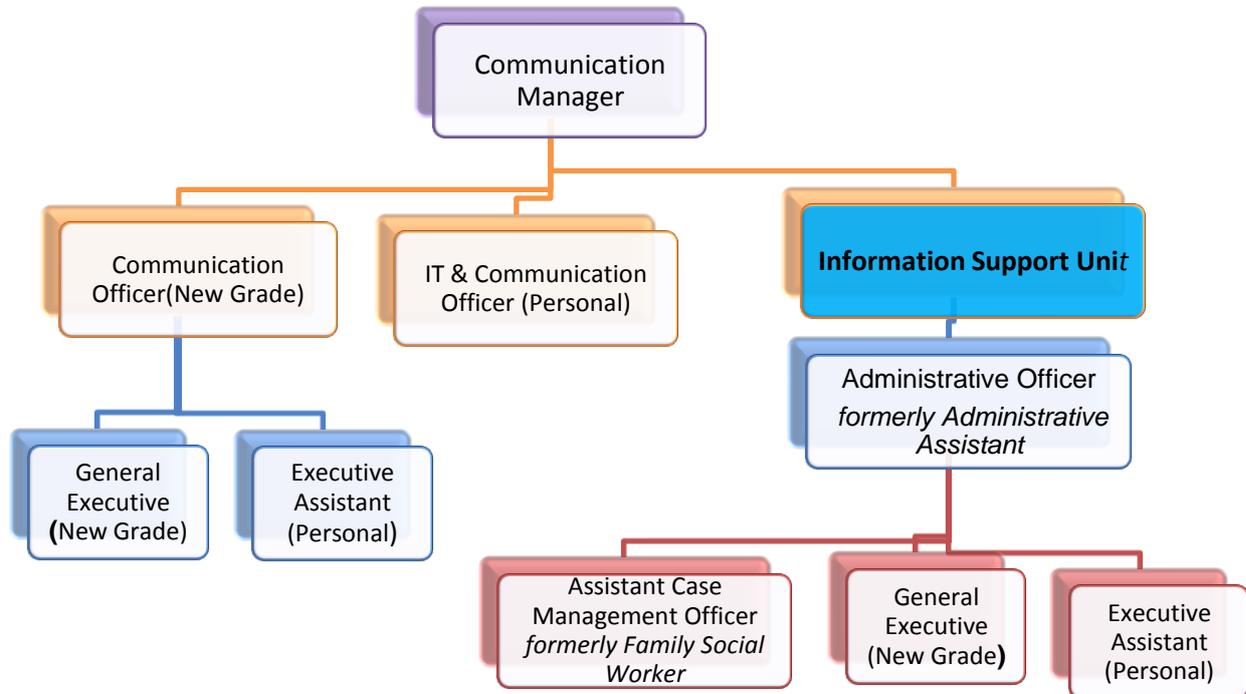
**4.95 Incumbent would be required, *inter-alia*, to: manage the NEF website including daily updating, animation and creation of additional contents; create additional website support as may be required by the NEF; deal with Communication/Advertising agencies; assist the Communication Manager to design pamphlets, brochures, etc. of the NEF; gather and disseminate information to stakeholders and organise events for the Foundation or as may be required.**

**4.96 We further recommend that:**

- (i) the grade of IT and Communication Officer be made evanescent and be abolished on vacancy. We have provided a personal salary for incumbent in post as at 31.12.17; and**
- (ii) the IT and Communication Officer in post as at 31.12.17 who possesses the required qualifications and experience be given the option to join the new grade of Communication Officer. On joining, the incumbent be granted one additional increment on conversion.**

## **Information and Support Unit (ISU)**

**4.97 We consider that the present arrangement in the ISU in terms of operational level is adequate and be maintained save for the grade of Administrative Assistant which has been restyled Administrative Officer to be in consonance with the nature of duties performed.**

**Recommended Revised Structure:****Project Management Department**

4.98 The Project Management Department has been set up to undertake construction/upgrading works for the beneficiaries falling in the Social Register of Mauritius (SRM). It also has under its umbrella the Multi Purpose Unit (MPU) which is responsible for construction of houses for beneficiaries, upgrading of existing houses, upgrading of living environment and conduct of survey work.

4.99 The department is headed by a Project Manager (Civil Engineering) who is supported by Trainee Engineers and Executive Assistants. The Multi Purpose Unit (MPU) is manned by the Supervisor, MPU; Driver/Cleaners and General Workers.

4.100 With an increase in the renovation and construction works island wide, proposals have been made for the creation of a professional grade of Engineer. For the MPU, given the nature of work performed by General Workers, request has been made to create a dedicated post of Multi-Skilled Tradesman.

4.101 We have thoroughly examined all the requests made and retained those which are meritorious and that would meet the objectives of the organisation. To this effect, we have opened the post of Project Manager (Civil Engineering) for internal qualified officers and created the grades of Engineer (Civil) and Technical Officer for the proper functioning of the department. As regards the MPU, we have created the grade of Skilled Worker; specified the qualification requirements for the grade of Supervisor, MPU and Driver/Cleaner and maintained the allowance payable to the General Worker performing duties of Security Officer.

#### **Project Manager (Civil Engineering)**

##### **Recommendation 26**

**4.102 We recommend that in future, appointment to the grade of Project Manager (Civil Engineering) should be made by selection from among serving officers of the NEF who are registered as a Professional Engineer (Civil Engineering) with the Council of Registered Professional Engineers of Mauritius under section 13 of Act No 49 of 1965 as subsequently amended and who reckon at least three years post registration experience in project management and from among outside candidates possessing the required qualifications and experience.**

#### **Engineer (Civil) (New Grade)**

##### **Recommendation 27**

**4.103 We recommend the creation of the grade of Engineer (Civil). Appointment thereto should be made from among serving officers of the NEF who are registered as Professional Engineer of Mauritius in the field of Civil 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. In the absence of qualified serving officers, appointment should be made by**

**selection from among outside candidates possessing the required qualifications.**

4.104 Incumbent would be required, *inter-alia*, to: be responsible to the Chief Executive Officer through the Project Manager(Civil Engineering) for the implementation of projects within the framework of the NEF; design building and civil engineering projects; be responsible for the supervision, monitoring and general management of projects under his responsibility; ensure that the approval of the Board has been obtained prior to project implementation; prepare project write-up and bidding documents for building and civil engineering projects including maintenance work; and guide Trainee Engineers posted at the NEF in their professional training.

#### **Trainee Engineer**

**4.105 We understand that the NEF would continue to solicit the services of Trainee Engineers on recommendation of the Chief Executive Officer and subject to Board's approval.**

#### **Technical Officer (New Grade)**

#### **Recommendation 28**

**4.106 We recommend the creation of a grade of Technical Officer. Appointment thereto should be made from among serving officers of the NEF who possess a diploma in Civil Engineering or Quantity Surveying or an equivalent qualification acceptable to the Board. In the absence of qualified serving officers, appointment should be made by selection from among outside candidates possessing the required qualifications.**

4.107 Incumbent in this position would be required, *inter-alia*, to: assist the Project Manager(Civil Engineering) and the Engineer (Civil) in the supervision of building and civil engineering works/projects at all stages; perform quality control on building materials and to supervise concreting operations; supervise the structural/non-structural aspects of construction work; prepare site visit/technical reports as and when required; coordinate the work of the Supervisors, MPU to ensure the smooth running of the Multi-Purpose Unit.

**Multi Purpose Unit (MPU)**

**Skilled Worker (New Grade)**

**Recommendation 29**

- 4.108 We recommend the creation of a grade of Skilled Worker to be filled by selection from serving officers of the NEF who possess the Certificate of Primary Education and the NTC 3/NC 3 from the MITD or an equivalent qualification acceptable to the Board, in any one of the following trades: plumbing, painting, electrical work, carpentry, masonry, welding and pipe fitting together with at least two years relevant experience in any of these trades. In the absence of qualified serving officers, appointment should be made by selection from among outside candidates possessing the required qualifications and experience.**
- 4.109 Incumbent would be required, among others to: undertake general repairs and maintenance works in the trade for which relevant experience has been claimed; provide general assistance on sites of work; report any damage as well as repairs/improvement that need to be carried out; and load all materials required on any appropriate vehicle from stock on site or off site and to unload those materials at locations as may be required.
- 4.110 We further recommend that General Workers in post as at 31.12.17 who reckon at least seven years' relevant experience in any one or more of the following trades: plumbing, painting, electrical work, carpentry, masonry, welding and pipe fitting, be given the option to join the grade of Skilled Worker. On joining they should be granted three additional increments and the skilled allowance presently payable should lapse.**
- 4.111 We also recommend that General Workers in post as at 31.12.17 who do not opt to join the grade of Skilled Worker should continue to be paid the monthly skilled allowance of Rs 2000 as per present arrangement, on a personal basis.**

### **Supervisor, MPU**

#### **Driver/Cleaner, MPU**

4.112 At present, the qualification required for appointment to the grades of Supervisor, MPU and Driver/Cleaner, MPU is not specified in their respective scheme of service as the incumbents are employees of the Tourism Authority. To facilitate future recruitment in these grades, we are making appropriate recommendations.

#### **Recommendation 30**

**4.113 We recommend that appointment to the grade of:**

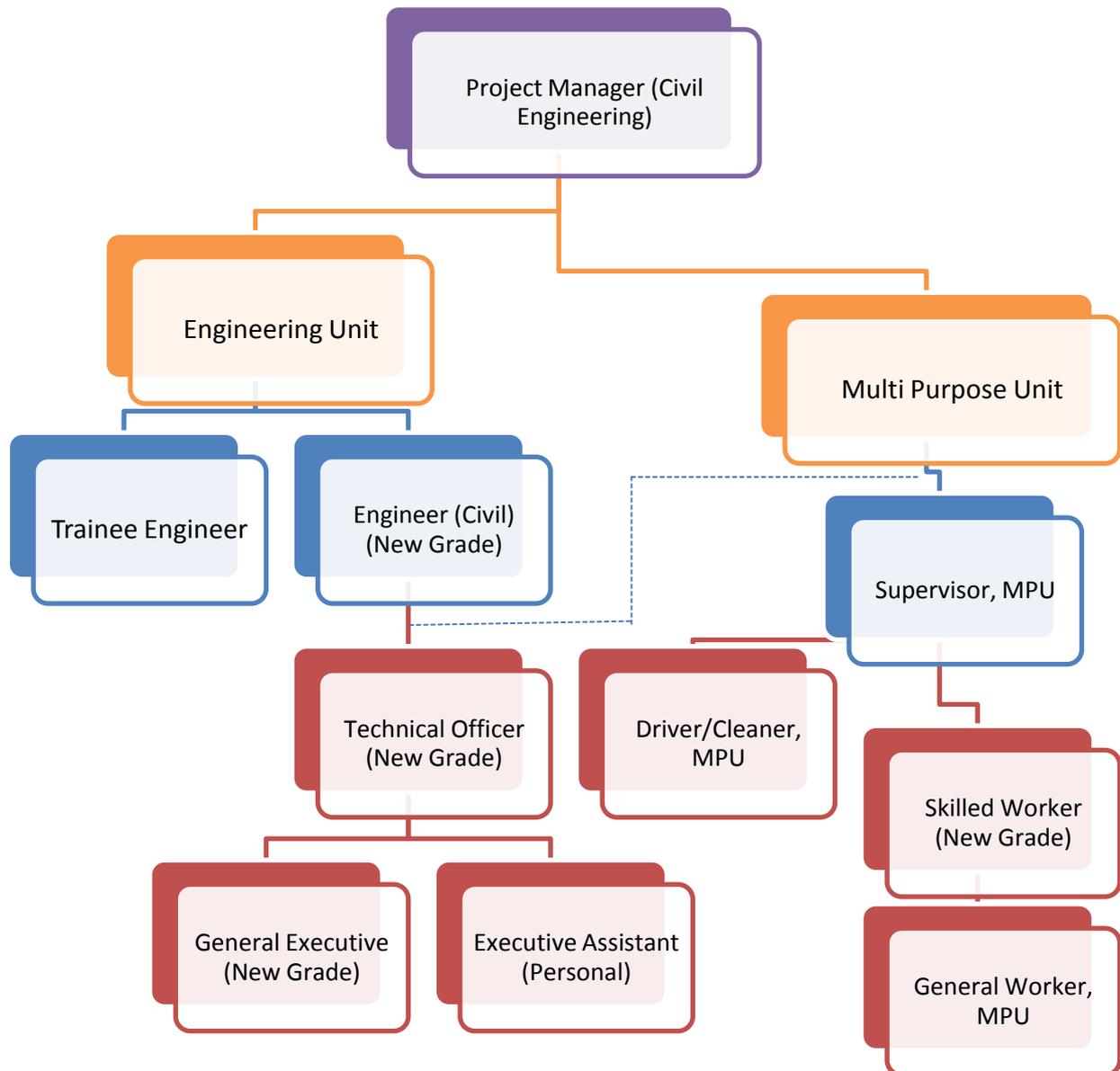
- (i) Supervisor, MPU should in future be made by selection from among serving officers in the grade of Skilled Worker reckoning at least five years' service in the grade.**
- (ii) Driver/Cleaner, MPU should in future be by selection from among candidates possessing a Cambridge School Certificate and who should be holder of a valid driving licence to drive a private car, double cab and 14-seater van and reckoning at least two years' experience as a driver or from candidates having attended secondary schooling at least up to Form IV and who should be holder of a valid driving licence to drive a private car, double cab and 14-seater van and reckoning at least five years' experience as a driver.**

#### **General worker, MPU**

4.114 Presently an employee in the grade of General Worker, MPU is being paid an allowance of Rs 2000 for acting as Security Officer and for performing multifarious duties. Management intends to maintain this work arrangement.

#### **Recommendation 31**

**4.115 We recommend that the General Worker, MPU should continue to be paid a monthly allowance of Rs 2000 for acting as Security Officer and for performing multifarious duties.**

**Recommended Revised Structure:****NEF Rodrigues**

4.116 The NEF has a division in Rodrigues which is responsible for case management and implementation of pro-poor programmes/projects for the island of Rodrigues. The division is headed by a Programme Manager who is assisted by an Assistant Programme Manager, Case Supervisors, Case

Management Officers, Case Workers, Field Officers and other supporting staff.

4.117 Among the various proposals made for NEF Rodrigues, there was a stringent demand to harmonise the structure of the NEF Rodrigues with that of Mauritius on the grounds that for the same job being performed, the grades in Rodrigues have different appellations. Further, officers in various grades are presently performing the same duties thereby resulting in considerable overlapping of responsibilities.

4.118 In line with recommendations made for Mauritius, the structure at NEF Rodrigues is being redesigned with the creation of a grade of Community Project Coordinator and General Executive and merging/restyling of the grades of Field Officer and Case Worker. The qualification requirements of the various grades in the hierarchy are also being reviewed.

#### **Programme Manager (NEF Rodrigues)**

4.119 Pursuant to the changes brought to the qualification requirements of the grade of Programme Manager in Mauritius, we are making similar provision for the grade of Programme Manager on the establishment of NEF Rodrigues.

#### **Recommendation 32**

**4.120 We recommend that the qualification requirement of the grade of Programme Manager (NEF Rodrigues) be amended so that in future, appointment to the grade is made by selection from among Assistant Programme Manager (NEF Rodrigues) , Community Project Coordinators (NEF Rodrigues) and serving officers possessing a Degree in Management or Social Work or an equivalent qualification acceptable to the Board together with five years relevant experience at managerial level and from outside candidates possessing the prescribed qualifications and experience.**

#### **Assistant Programme Manager (NEF Rodrigues)**

#### **Community Project Coordinator (NEF Rodrigues) (New Grade)**

4.121 In the new set up, the grade of Assistant Programme Manager (NEF Rodrigues) would no longer be required. Hence, we are making it evanescent while making provision for the creation of a grade of Community Project Coordinator as obtainable in Mauritius.

### **Recommendation 33**

**4.122 We recommend that the grade of Assistant Programme Manager (NEF Rodrigues) be made evanescent. A personal salary has been provided for the incumbent in post.**

**4.123 We also recommend:**

- (i) the creation of a grade of Community Project Coordinator (NEF Rodrigues). The qualification requirement and the duties of the grade should be as obtainable for the grade of Community Project Coordinator at NEF Mauritius and also include specific duties devolving upon the Assistant Programme Manager (NEF Rodrigues);and**
- (ii) that the grades of Assistant Programme Manager (NEF Rodrigues) (Personal) and the grade of Community Project Coordinator (NEF Rodrigues) should be deemed to be a combined establishment.**

### **Community Project Executive (NEF Rodrigues) formerly Case Supervisor (NEF Rodrigues)**

**4.124 An examination of the scheme of service and position description questionnaire of the grade has revealed that the qualification requirement as well as the duties and responsibilities of the grade are similar to those of the Community Project Executive at NEF Mauritius. In our endeavour to harmonise both structures, we are making appropriate recommendations.**

### **Recommendation 34**

**4.125 We recommend that:**

- (i) the grade of Case Supervisor (NEF Rodrigues) be restyled Community Project Executive (NEF Rodrigues).**
- (ii) the grade should, in future, be filled by selection from Case Management Officers (NEF Rodrigues) and serving officers possessing a Degree in a field related to social development or an equivalent qualification acceptable to the Board together with at least three years' experience in community work. In the absence of qualified serving officers, appointment should be made by selection from among candidates possessing the required qualifications and experience.**

- (iii) the schedule of duties of the grade of Community Project Executive (NEF Rodrigues) should be aligned with what obtains for its counterpart in Mauritius and also include duties previously devolving upon the grade of Case Supervisor (NEF Rodrigues).

#### **Case Management Officer (NEF Rodrigues)**

4.126 The qualification requirement of the grade is also being amended to be in consonance with recommendations made for the grade at NEF Mauritius.

#### **Recommendation 35**

4.127 We recommend that the qualification requirement of the grade of Case Management Officer (NEF Rodrigues) be amended along similar lines as its counterpart in Mauritius.

#### **Assistant Case Management Officer (NEF Rodrigues) formerly Case Worker (NEF Rodrigues) Field Officer (NEF Rodrigues)**

4.128 The duties performed by Case Workers and Field Officers are comparable to the grade of Family Social Worker at the NEF Mauritius. Since the latter has been restyled Assistant Case Management Officer, we are merging and restyling the grades of Case Worker and Field Officer to be in harmony with what obtains in Mauritius. In so doing, we have also ensured that there is no overlapping of responsibilities.

#### **Recommendation 36**

4.129 We recommend that:

- (i) the grades of Case Worker (NEF Rodrigues) and Field Officer (NEF Rodrigues) be merged and restyled Assistant Case Management Officer (NEF Rodrigues); and
- (ii) appointment to the grade should in future be made by selection from candidates holding a Cambridge Higher School Certificate and reckoning at least two years' experience in a field which is acceptable to the Board.
- (iii) the schedule of duties of the grade of Assistant Case Management Officer (NEF Rodrigues) should be aligned with what obtains for its counterpart in Mauritius and also include duties previously devolving

**upon the grades of Case Worker (NEF Rodrigues) and Field Officer (NEF Rodrigues)**

**General Executive (NEF Rodrigues) (New Grade)**

4.130 We have at NEF Mauritius provided a polyvalent grade of General Executive to gainfully utilize the existing human resources and improve mobility of staff within departments. We are extending this provision to Rodrigues and are giving incumbents in the grade of Executive Assistant and Clerical cum Word Processing Operator the option to join the new grade if they so wish.

**Recommendation 37**

**4.131 We recommend that:**

- (i) a grade of General Executive (NEF Rodrigues) be created on the establishment of the NEF Rodrigues. Appointment thereto should be made by selection from candidates possessing a Cambridge Higher School Certificate or any other relevant equivalent qualification acceptable to the Board;**
- (ii) in the first instance, incumbents in the grades of Executive Assistant (NEF Rodrigues) and Clerical cum Word Processing Operator (NEF Rodrigues) who possess the required qualifications should be given the option to join the new grade if they so wish and on joining be granted one additional increment on conversion;**
- (iii) the aforementioned grades should be made evanescent. We have provided a personal salary for officers who opt to stay in their present grades; and**
- (iv) the officers who opt to join the new grade should be provided with appropriate on the job training to render them polyvalent.**

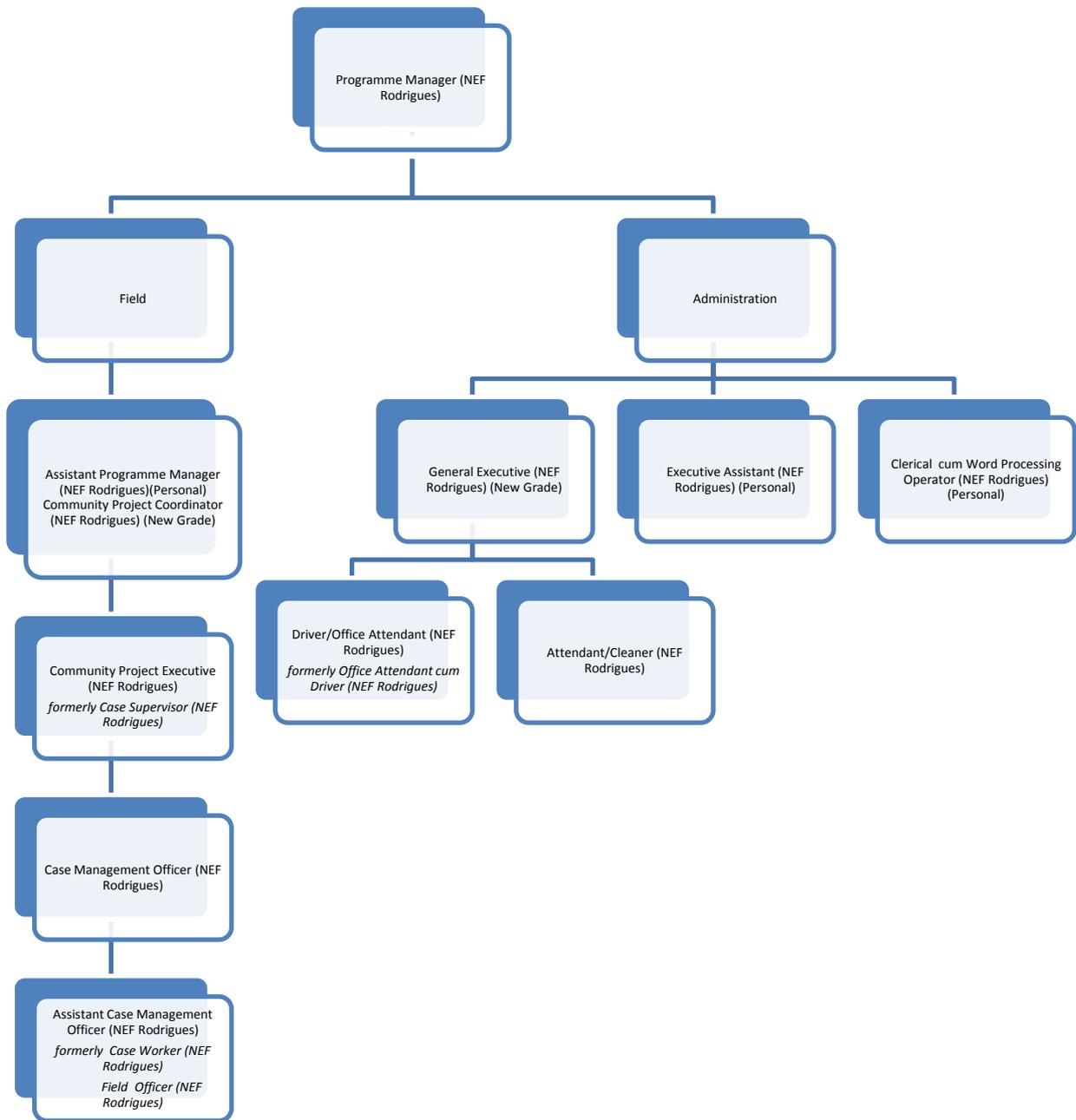
4.132 Incumbents in the grade would be required, amongst others, to: perform Registry, Human Resource, Finance, Procurement and Supply, Public Relations and IT duties under Supervision; carry out word processing tasks; assist in administrative duties within any department/section/unit; carry out cashier duties as and when required; and to service meetings and committees held at the NEF whenever required.

**Driver/Office Attendant (NEF Rodrigues)  
formerly Office Attendant cum Driver (NEF Rodrigues)**

**Recommendation 38**

**4.133 We recommend that the grade of Office Attendant cum Driver (NEF Rodrigues) be restyled Driver/Office Attendant (NEF Rodrigues).**

**Recommended Revised Structure:**



### **Reporting Lines**

**4.134 To allow for proper monitoring of the work, achievement of set objectives and optimal utilisation of human resources, management should as far as possible ensure that employees adhere to the reporting lines depicted in the new organisation structure, unless operational requirements dictate otherwise.**

### **Revised Organisation Chart**

4.135 A revised organisation chart of the NEF further to the recommendations made is at Annex III at the end of this Report.

\*\*\*\*\*

## CHAPTER 5

### CONDITIONS OF EMPLOYMENT

- 5.1 The terms and conditions of employment at the NEF form an essential part of the employees' total remuneration package. As per its terms of reference, the Consultancy Team is required to review the terms and conditions of employment in the contract agreements.
- 5.2 During consultations, we were requested to align the conditions of employment of the employees with what obtains for permanent employees prevailing in the Public Sector while maintaining those presently in force. To this effect, proposals were made, among others, to review the mode of contract employment to permanent and pensionable employment; introduce a defined pension scheme; improve the present leave entitlements and introduce the grant of vacation leave; provision of duty remission facilities on the purchase of a car and introduction of flexi time. Request has also been made for the payment of overtime to officers who work extra hours and extra duty allowance to senior officers; review of the quantum of existing allowances including funeral grant; grant of passage benefits; improving the conditions for the payment of acting and responsibility allowance; provision of a better, safer and ergonomic work environment as well as protective equipment of good quality on a regular basis and provision of training facilities more specifically overseas training.
- 5.3 We have examined all the submissions made and have retained those which are meritorious and which could reasonably be dealt with given the mandate and scope of the present exercise. To this end, appropriate recommendations have been made to allow the organisation to fulfill its mandate in a more effective and efficient way; reduce labour turnover and motivate employees for enhanced service delivery.
- 5.4 For conditions not specifically mentioned/overridden in the Report, the existing situation prevails.**

#### Hours of Work

- 5.5 At present, a fixed pattern of work exists at the NEF. The hours of work specifying the commencing and finishing time of the employees are as per their respective contract of employment depending on the operational

requirements of the organisation and the specificity pertaining to Rodriguan staff.

- 5.6 The normal working hours of employees in Mauritius and Rodrigues are as specified below:

<b>Category</b>	<b>Mauritius</b>	<b>Normal number of hours of work per week (Y)</b>
<b>1</b>	<b>Administrative/Field Staff:</b>	<b>32.5</b>
	Monday to Friday : 08.45 a.m to 4.00 p.m (45 minutes for lunch)	
<b>2</b>	<b>Staff of the Multi Purpose Unit (MPU):</b>	<b>38.75</b>
	Monday to Friday : 08.00 a.m to 4.30 p.m (45 minutes for lunch)	
<b>3</b>	<b>Office Attendant/Drivers (other employees in similar grade):</b>	<b>42.75</b>
	Monday : 07.30 a.m to 5.00 p.m (45 minutes for lunch)	
	Tuesday to Friday : 07.30 a.m to 4.45p.m (45 minutes for lunch)	

<b>Category</b>	<b>Rodrigues</b>	<b>Normal number of hours of work per week (Y)</b>
<b>1</b>	<b>Administration and Field Workers:</b>	<b>32.5</b>
	Monday to Friday : 08.00 a.m to 3.15p.m (45 minutes for lunch)	
<b>3</b>	<b>Office Attendant/Driver:</b>	<b>38.75</b>
	Monday to Friday : 07.30 a.m to 4.00 p.m (45 minutes for lunch)	
<b>3</b>	<b>Attendant/Cleaner:</b>	<b>33.75</b>
	Monday to Friday : 07.30 a.m to 3.00 p.m (45 minutes for lunch)	

5.7 Being given that the present arrangement is meeting the operational requirements of the Foundation in terms of service delivery, **we consider that the existing hours of work of the different categories of employees be maintained.**

#### **Flexi time**

5.8 In making their submissions, both Management and the Staff Association have requested for the introduction of flexi time to provide employees more flexibility to choose their starting and finishing working hours to better suit their individual commitments. They equally apprised the Consultancy Team that such a practice is being applied in the Public Sector and same be extended to the NEF.

5.9 In view of its manifold advantages in terms of curtailing overtime, improvement in productivity and efficiency, reduced absenteeism, promulgation of work-life balance and lesser stress at work, flexi time has

proved to be beneficial to both the employer and the employee in organisations where such a practice exists.

5.10 However, implementation of this system requires the determination of the core working hours to ensure smooth service delivery, involvement of all employees and appropriate discussions at all levels to reach a consensus. We are, therefore, making an appropriate recommendation to this end.

### **Recommendation 39**

**5.11 We recommend that Management in consultation with union and individual employees should look into the possibility of introducing flexi time at the NEF.**

### **Overtime**

5.12 As per the ERiA 2008 as subsequently amended, relevant provisions exist for the payment of overtime to employees who put in additional hours beyond their normal working hours. At the NEF, Office Attendants, Drivers and other employees in similar grade as well as staffs of the Multi Purpose Unit (MPU) are paid overtime for working extra hours beyond their normal working hours.

5.13 The staff side have requested for payment of overtime for work performed over and above their normal working hours to meet urgent tasks with set deadlines. Management on its side supported this request.

5.14 We consider that employees up to a certain level who put in extra hours need to be compensated through overtime payment. To this end, we are making appropriate recommendations.

### **Recommendation 40**

**5.15 We recommend that:**

- (i) employees drawing a basic salary of less than Rs 42325 would be eligible for the payment of overtime and those drawing a basic salary of Rs 42325 up to Rs 56450 should be paid 80% of the overtime rate;**
- (ii) employees under Categories 1 and 2 and Category 3 after having worked for more than 40 hours and 45 hours respectively in a week would qualify for overtime allowance;**
- (iii) employees who put in less than 40 hours or 45 hours weekly as applicable and who work overtime for a continuous period of over**

one week, should be paid for any work done in excess of their normal hours of work provided they have worked an average of 40 hours or 45 hours a week as applicable during the period of overtime;

- (iv) the rates for payment of overtime for eligible employees should be as the table below:

Period	Hourly Rate
Weekdays and Saturday	1.5 times hourly rate
On Sundays or public holidays and officially declared cyclone days	Twice hourly rate

- (v) an employee on approved leave on any working day is deemed to have put in the number of hours he should have worked on that day;
- (vi) computation of the hourly rate should be based on the following:

All eligible employees	<p style="text-align: center;"><u>Annual salary for the financial year</u> 52 x Y</p> <p style="text-align: center;">Where Y is the normal number of hours of work per week for the employee</p>
Officers performing duties of a higher office	<p style="text-align: center;"><u>(Monthly salary + Responsibility Allowance) x 12</u> 52 x Y</p>

#### 5.16 We further recommend that:

- (i) all overtime compensation, whether allowance or time off shall be applicable upon recommendation of the responsible supervisor and approval of the Chief Executive Officer or an officer designated by the Chief Executive Officer; and
- (ii) overtime work should be kept to a minimum and should only be undertaken when unavoidable.

#### Extra Duty Allowance

5.17 During consultations with Management, we have been apprised that officers at managerial level are regularly required to work at unsocially long hours under exceptional pressure at the expense of family and social life. Thus,

request has been made for a form of compensation for the additional hours put in beyond normal working hours.

- 5.18 We have examined the request in-depth and view that there is a case for some compensation to these officers taking into account the increased duties and responsibilities, extra hours worked including time worked at home and the disruption in family and social life. We are, therefore, making an appropriate recommendation to address this issue.

#### **Recommendation 41**

##### **5.19 We recommend that:**

- (i) **officers at managerial level and above that is those under salary codes NEF 20 and NEF 21 who are regularly required to work additional hours beyond their normal working hours for timely completion of projects/assignments or due to the specific nature of their duties, may either be paid a monthly extra-duty allowance of Rs 10000 subject to the approval of the Board and provided they put in a minimum of 20 excess hours monthly or be granted 7 days special leave at the end of the year provided they have put in a minimum of 200 hours during the year. Such leave if not taken can be carried forward to the following year;**
- (ii) **officers drawing more than Rs 56450 except those mentioned at paragraph 5.19 (i) who are also called upon to put in extra hours for the completion of projects/assignments should be granted time-off for the extra hours put in or be paid at the normal hourly rate subject to a maximum of 15% of their monthly basic salary.**

#### **Acting and Responsibility Allowance**

- 5.20 Whenever officers are called upon to perform duties of a higher position vice vacant posts or following the prolonged absence of job incumbents who have proceeded on leave, an acting allowance is payable to job incumbents for at least a specific qualifying period while a responsibility allowance is payable for administrative convenience.

- 5.21 At the NEF, an officer who is fully qualified to act in a higher post is paid an acting allowance representing the difference between the basic salary of the higher post and that of the officer who is acting in the higher post. For those who are not qualified, an allowance equivalent to two thirds of the difference between the basic salary of the higher post and that of the officer is payable.

- 5.22 Management has proposed to review the rate payable for those officers who are unqualified as the incumbents perform duties of the higher position in full capacity. In addition, request has been made that an officer who has been in acting capacity for more than one year be made eligible for the benefits of the higher post.
- 5.23 We have studied the request and consider that the present provisions governing the payment of acting allowance are appropriate. We are, however, reviewing the rate payable for those who are unqualified and explaining the different conditions more explicitly.

### **Recommendation 42**

#### **5.24 We recommend that:**

- (i) the quantum of the acting allowance should represent the difference between the initial or flat salary of the higher post and that of the officer who is acting in the higher post, provided the allowance is not less than three increments worth at the incremental point reached in his grade;**
- (ii) an officer who is fully qualified to act in a higher post should be paid the full quantum of the acting allowance;**
- (iii) an officer who is not qualified should be paid an allowance equivalent to 80% of the acting allowance;**
- (iv) the qualifying period for eligibility to the payment of acting or responsibility allowance should be for a continuous period of seven days, inclusive of Saturdays, Sundays and Public Holidays;**
- (v) an officer who has been assigned higher duties should not be eligible for acting or responsibility allowance for any period of absence exceeding seven days at a stretch; and**
- (vi) a responsibility allowance be paid to officers in the manual grades for shouldering additional responsibility. The allowance should be computed on the same basis as for acting allowance even if the officer is not fully qualified and based on the actual number of days worked although the period of actingship is less than seven days.**

#### **Payment of Ad Hoc Allowance**

- 5.25 Representations have been received from mainly the NEFEU that the load of work of staffs have increased considerably due to high labour turnover, certain vacant posts having not been filled following the departure of

incumbent in post and the clause '*cognate duties*' in the scheme of service requires officers to perform additional duties outside their normal schedule of duty. Accordingly, request has made to remunerate incumbents for the extra duties performed.

- 5.26 In view of the fact that these officers are performing the additional duties such that service delivery is not hampered, we consider that there is merit in the request made. We are, therefore, recommending payment of appropriate *ad hoc* allowance.

### **Recommendation 43**

- 5.27 We recommend that officers, who are required to perform additional duties not normally forming part of their scheme of service, on a regular and sustained basis and who have not been compensated by acting allowance or any other allowance, should be paid a monthly *ad hoc* allowance equivalent to 10% of their monthly basic salary. Payment of this allowance shall be subject to the approval of the Chief Executive Officer.**

### **Salary on promotion**

- 5.28 Promotion involves performance of higher duties and assuming a higher level of responsibility. We, therefore, consider that officers should be adequately compensated whenever they are promoted and are making appropriate recommendation to this effect.

### **Recommendation 44**

- 5.29 We recommend that all promotions should be marked by an increase in salary. An officer, on promotion, should join the initial salary or flat salary of the higher grade or where the salary overlaps be granted a maximum of three increments subject to the top salary of the higher grade, whichever is higher, provided the total emoluments of the officer should not be less than the initial salary and not more than the maximum salary of the higher grade.**

### **Passage Benefits**

- 5.30 One of the representations on which both Management and the staff side have laid much emphasis upon is the introduction of a passage benefit scheme as obtainable in the Public Sector and certain State Owned

Companies. According to the parties concerned such a scheme would boost employees' morale and would give them the opportunity to travel overseas. We have scrupulously examined this proposal and believe that there is justified ground for the introduction of such a scheme at the NEF. However, while holding this view, we consider that not all the provisions governing passage benefit in the public sector is applicable to the NEF. We are, hereunder, making appropriate recommendation.

### **Recommendation 45**

#### **5.31 We recommend that:**

- (i) officers should earn passage benefit at the rate of 5% of their salaries annually;**
- (ii) a passage benefit account should be kept for each employee; and**
- (iii) officers should not earn passage benefit during, sick leave in excess of 15 working days in any calendar year, maternity leave, study leave, injury leave, annual leave and leave without pay.**

### **Leave Benefits**

#### **Annual leave**

5.32 As per their conditions of employment, employees of the NEF are granted an annual leave of 22 working days per year. Any such leave not taken is carried forward to the next year. However, the annual leave carried forward must be either cashed or taken at the end of that year or else it is automatically forfeited. Representations have been received to improve the existing arrangements regarding the grant of annual leave, to which we are agreeable.

### **Recommendation 46**

**5.33 We recommend that any untaken annual leave that has been carried forward and that has not been cashed at the end of the year should be carried forward for one additional year.**

#### **Sick Leave**

5.34 Presently, officers of the NEF are entitled to 15 working days of sick leave. Untaken sick leave at the end of the year is accumulated in a bank of sick leave up to a maximum of 30 days. Moreover, sick leave is not cashable as

per present provisions. With a view to improving the existing conditions we are making provision for the officers to cash part of their annual entitlement of sick leave not taken.

#### **Recommendation 47**

**5.35 We recommend that when the bank maximum has been reached, leave unutilised at the end of the year, out of the annual entitlement of 15 working days, up to a maximum of five unutilized sick leave should be paid in cash at the rate of 1/22 of monthly salary per day .**

#### **Leave Without Pay**

5.36 Presently, in exceptional cases and at the sole discretion of Management, employees of the NEF are entitled to leave without pay on medical ground, for study purposes and/or humanitarian grounds. However, the quantum of such leave does not exceed three months.

5.37 In the context of this exercise, the union has made demand for leave without pay to be extended up to a period of two years whilst Management has made proposal for the introduction of a proper leave without pay scheme as obtainable in the public sector. We have thoroughly examined the request taking into consideration the present staffing complement, attrition rate in existing grades, size of the organisation, number of vacant posts and hold that a leave without pay scheme as obtainable in the public sector may not be appropriate for the NEF. Nevertheless, we are making provision for the extension of the existing period of leave without pay from three months to one year. The grant of such leave should, however, be subject to the interest and exigencies of Management and be applicable to employees who are on contract of indeterminate duration only.

#### **Recommendation 48**

**5.38 We recommend that upon the recommendation of the Chief Executive Officer and approval of the Board of the NEF, employees on contract of indeterminate duration may be granted, on a case to case basis, leave without pay for a period of up to one year.**

## **Injury Leave**

5.39 Presently, an employee of the NEF who is injured during the actual discharge of his duty is entitled to 10 days injury leave. Such leave is, however, on no pay. In the course of this exercise, demands have been made for the same provisions governing injury leave in the Public Sector to be applicable at the NEF. We are agreeable to the proposal and are making a recommendation to suit the requirement of the NEF.

### **Recommendation 49**

**5.40 We recommend that Injury Leave up to a maximum of 30 days on full pay, should be granted to an employee injured on duty, provided the employee was acting in accordance with rules and regulations in force and the accident was not due to the fault of the employee.**

**5.41 We also recommend that pending the findings of an enquiry to be carried out by Management/HR, where it deems necessary, the employee, on production of a certificate from an approved medical practitioner, may be granted sick leave.**

**5.42 We further recommend that officers who are not permanently on contract should be eligible for injury leave with pay up to a maximum of 15 days provided the procedures set out above are followed.**

## **Gratuity**

5.43 At present, a gratuity equivalent to two months' salary is payable to officers on completion of 12 months' satisfactory service. The same principle is being applied in the Public Sector whereby officers employed on contract are paid gratuity in lieu of pension.

5.44 In view of the contractual mode of employment at the NEF and for alignment with what exists in the Public Sector, the present system is being maintained.

### **Recommendation 50**

**5.45 We recommend that a gratuity equivalent to two months' salary be paid to officers on completion of 12 months' satisfactory service at the NEF.**

### **End of Year Bonus**

- 5.46 As per the provisions of the ERiA 2008 as subsequently amended, an end of year bonus equivalent to one month's salary is payable to officers who remain in continuous employment at the NEF.
- 5.47 The present provision is adequate as per regulations in force. **We are, therefore, maintaining its continued application.**

### **Travelling and Car Benefits**

- 5.48 Representations were made by both Management and union to review the present quantum of travelling allowance on account of rising cost of fuel, long distances travelled to site work and to meet expenses for parking. Request was also made for the grant of duty free facility to certain categories of officers in line with what obtains in public sector organisations or alternatively to provide for a car grant.
- 5.49 To better analyse the demands, Management was requested to provide a list of officers eligible for the payment of such an allowance and the rate payable. We also considered it more appropriate to gather statistics on distance travelled by the different category of officers as regards official travelling.
- 5.50 The data obtained were duly examined and it was observed that certain category of officers have to cover long distances for field duties and the present quantum of travelling allowance was not adequate. We therefore consider that the request for a review of the travelling allowance is justified. We are however extending this benefit to the new grades of Engineer (Civil) and Technical Officer on account of their nature of duties.
- 5.51 As regard the request for duty remission on the purchase of a car, we are providing for the payment of a monthly car allowance in lieu of duty exemption.

### Recommendation 51

5.52 We recommend that the revised quantum of travelling allowance payable to eligible officers should be as per the table hereunder:

Grade	Travelling Allowance		Remarks
	Old Rate (Rs)	Revised Rate (Rs)	
<b>Chief Executive Officer</b> <i>formerly Chief Administrator</i>	10000	12500	Personal to incumbent in post as at 31.12.17. <b>Future incumbent should be paid Rs 11500 as travelling allowance.</b>
<b>Administrative Manager</b> <b>Assistant Programme Manager (NEF Rodrigues) (Personal)</b> <b>Communication Manager</b> <b>Finance Manager</b> <b>HR Manager</b> <b>IT Manager</b> <i>formerly Head of IT</i> <b>Project Manager (Civil Engineering)</b> <b>Programme Manager</b> <b>Programme Manager (NEF Rodrigues)</b>	10000	12500	Personal to those in post as at 31.12.17. <b>Future incumbents should be paid Rs 11500 as travelling allowance.</b>
<b>Community Project Coordinator</b> <b>Community Project Coordinator (NEF Rodrigues)(New Grade)</b> <b>Engineer (Civil) (New Grade)</b>	8500	10625	

Grade	Travelling Allowance		Remarks
	Old Rate (Rs)	Revised Rate (Rs)	
Psychologist	6600	8250	Personal to the present incumbent. <b>Future incumbents should be paid Rs 7250 as travelling allowance.</b>
Accounts Officer (Personal) Coordination and Monitoring Officer (Personal) Human Resource Management Officer	5000	6250	Personal to incumbents in post as at 31.12.17
Community Project Executive Community Project Executive(NEF Rodrigues) <i>formerly Case Supervisor (NEF Rodrigues)</i> Technical Officer (New Grade)	5500	6875	
Supervisor, MPU	4000	5000	
Assistant Case Management Officer <i>formerly Family Social Worker</i> Assistant Case Management Officer(NEF Rodrigues) <i>formerly Case Worker (NEF Rodrigues)</i> <i>Field Officer (NEF Rodrigues)</i> Case Management Officer Case Management Officer (NEF Rodrigues)	3000	3750	

5.53 Grades under : (i) salary code NEF 13 and NEF 14 except for those specifically mentioned in the table above should be paid a monthly travelling allowance of Rs 2500 or be refunded bus fare, whichever is higher; and (ii) salary codes NEF 1 to NEF 11 except for those specifically mentioned in the table above, should be refunded bus fare.

#### Eligibility for Travelling Allowance

5.54 Employees should be owner of their own car to be eligible to the travelling allowance. They should compulsorily use their own car for all official travelling whenever required and will not be eligible to make use of NEF's car unless otherwise authorized.

5.55 Officers proceeding on approved leave or training locally or abroad or on official mission with pay for a full calendar month shall be eligible to 50% of the recommended travelling allowances.

#### Car allowance in lieu of duty exemption

##### Recommendation 52

5.56 We recommend that a monthly car allowance in lieu of duty exemption be paid to the following categories of officers:

Category	Grade	(Rs)	Remarks
1	Chief Executive Officer <i>formerly Chief Administrator</i>	25200	Car allowance in lieu of an organisation car.
2	Administrative Manager Communication Manager Finance Manager HR Manager IT Manager <i>formerly Head of IT</i> Project Manager (Civil Engineering) Programme Manager Programme Manager (NEF Rodrigues)	6130	

Category	Grade	(Rs)	Remarks
3	Assistant Programme Manager (NEF Rodrigues) (Personal) Community Project Coordinator Community Project Coordinator (NEF Rodrigues)(New Grade) Engineer (Civil) (New Grade)	3865	
4	Psychologist Community Project Executive Community Project Executive(NEF Rodrigues) <i>formerly Case Supervisor (NEF Rodrigues)</i> Technical Officer (New Grade)	3000	
5	Assistant Case Management Officer <i>formerly Family Social Worker</i> Assistant Case Management Officer(NEF Rodrigues) <i>formerly Case Worker (NEF Rodrigues)</i> <i>Field Officer (NEF Rodrigues)</i> Case Management Officer Case Management Officer (NEF Rodrigues) Supervisor, MPU	2500	

5.57 We further recommend that:

- (i) the above categories of officers would be eligible for the payment of a monthly car allowance in lieu of duty exemption as from the date of application and same should be in writing.
- (ii) officers in post as at 31 December 2017 under Category 5 may exceptionally claim the car allowance on a motorcycle. Future incumbents under Category 5 who are owners of a motorcycle should be paid an allowance of Rs 1500.

### **Funeral Grant**

- 5.58 Management has strongly advocated that the funeral grant of Rs 3000 presently being paid to the deceased officer's heir or nearest relative as an assistance to meet the funeral expenses be reviewed.
- 5.59 We have examined the request and noted that the funeral grant payable has not been revised since the setting up of the Foundation and was based on what was obtainable in the Public Sector in accordance with the 2008 PRB Report.
- 5.60 Considering the rise in the cost of living since 2008 and for alignment with the Public Sector, we consider that the request is meritorious and are, therefore, recommending accordingly.

### **Recommendation 53**

- 5.61 We recommend that where an officer having completed one year's continuous service at the NEF passes away whilst still in employment, a funeral grant of Rs 10000 be paid to the deceased officer's heir or nearest relative who has borne the funeral expenses.**

### **Cell-Phone Allowance**

- 5.62 Both Management and the NEFEU have requested to review the cell-phone allowance presently payable to eligible officers as the nature of work especially on field requires regular contact with beneficiaries and often officers have to bear the additional expenses. We have also been apprised that presently, Case Management Officers are not entitled for the payment of cell-phone allowance although the nature of duties performed warrant such a payment.
- 5.63 To address the request made, we found it appropriate to collect statistics on the amount spent on cell-phone on a monthly basis. We analysed the information submitted by the NEFEU and found that officers use much more than what is currently payable as cell-phone allowance. In the light thereof and given that the present quantum has not been revised since the setting up of the organisation, we consider that there is need for some adjustments. We are also introducing the payment of cell-phone allowance to officers in the grade of Case Management Officer both in Mauritius and Rodrigues and the Driver/Office Attendant (NEF Rodrigues).

## Recommendation 54

5.64 We recommend that the quantum of the monthly cell-phone allowance be reviewed as per the table below:

Grade	Quantum (Rs)	
	From	To
Chief Executive Officer <i>formerly Chief Administrator</i>	1000	2000
Assistant Programme Manager (NEF Rodrigues) (Personal) Communication Manager Finance Manager HR Manager IT Manager <i>formerly Head of IT</i> Project Manager (Civil Engineering) Programme Manager Programme Manager (NEF Rodrigues)	1000	1500
Accounts Officer (Personal) Assistant Case Management Officer <i>formerly Family Social Worker</i> Assistant Case Management Officer (NEF Rodrigues) <i>formerly Case Worker (NEF Rodrigues)</i> <i>Field Officer (NEF Rodrigues)</i> Community Project Coordinator Community Project Executive Community Project Executive (NEF Rodrigues) <i>formerly Case Supervisor (NEF Rodrigues)</i> Coordination and Monitoring Officer (Personal) Human Resource Management Officer	600	900
Executive Assistant (Personal)(Procurement Section) Procurement Clerk (Personal)	500	750
Supervisor, MPU	402.50	600

Grade	Quantum (Rs)	
	From	To
Driver/ Office Attendant <i>formerly Driver Office Attendant cum Driver</i>	300	450

5.65 We further recommend that:

- (i) officers in the grade of Case Management Officer and Case Management Officer (NEF Rodrigues) be paid a monthly cell-phone allowance of Rs 900; and
- (ii) the Driver/Office Attendant (NEF Rodrigues) *formerly Office Attendant cum Driver (NEF Rodrigues)* be paid a monthly cell-phone allowance of Rs 450.

#### **Out of Pocket Allowance**

5.66 A case has been made for the payment of an out of pocket allowance to officers who go on short official visits to any of the islands forming part of the Republic of Mauritius. Even though the officers do not incur any direct expenditure on board or lodging we believe that they would nonetheless have to spend more on incidental expenses than they normally would. We are, therefore, agreeable to the proposal and are recommending accordingly.

#### **Recommendation 55**

5.67 We recommend the payment of an Out of Pocket Allowance of Rs 190 daily to officers who proceed on official visits to any of the islands forming part of the Republic of Mauritius.

5.68 We also recommend that a part of a day shall be considered as a whole day for the purpose of payment of the Out of Pocket Allowance.

#### **Allowance for Making Tea to Office Attendants**

5.69 During the consultative meetings with the Staff side, a case was made for the payment of an allowance to Office Attendants who are required to prepare and serve tea/coffee for official meetings/functions. As the request goes in

the same direction as the present practice in the public sector, we are therefore, agreeable to it.

#### **Recommendation 56**

**5.70 We recommend that subject to the approval of the Chief Executive Officer, Office Attendants who are called upon to make and serve tea/coffee for official meetings/functions be paid an allowance of Rs 5.00 per cup.**

#### **Meal Allowance**

5.71 A meal allowance of Rs 100 is currently payable to all staff who are called upon to work after completion of two hours of work after the normal working hours. A request has been made for this condition to be improved, to which we are agreeable.

#### **Recommendation 57**

**5.72 We recommend that officers who:**

- (i) are required to work during cyclonic conditions; and**
- (ii) are retained on duty after a normal day's work for at least two hours beyond their normal working hours**

**should either be provided with meals or paid a meal allowance of Rs 130 for each meal.**

#### **Uniform Allowance and Protective Equipment**

##### **Recommendation 58**

**5.73 We recommend that the existing provisions for the grant of uniform and protective equipment and payment of uniform allowance to eligible officers be maintained.**

**5.74 We also recommend that the Chief Executive Officer may, after consultation with union, review the existing arrangement regarding provision of uniform or payment in lieu thereof.**

**5.75 We further recommend that the Chief Executive Officer should ensure that the protective clothing/item is issued promptly and is of good**

**quality, where the nature of work of employees requires the wearing of such clothing/item.**

### **Health Surveillance**

5.76 Both Management and the Staff side have made proposals for health surveillance to be provided to the employees principally those working in the Multi-Purpose Unit. It is submitted that due to the specificity of their job and the prevailing working conditions, these employees are prone to skin and eyes problems which may be detrimental to their health. We, therefore, deem it imperative for the employees concerned to undergo regular medical check-ups and are making a recommendation to that effect.

### **Recommendation 59**

**5.77 We recommend that Management should consider the advisability to arrange for a medical surveillance for the employees of the Multi-Purpose Unit including regular health check-ups, free of charge.**

### **Medical Scheme**

#### **Group Personal Accident Scheme**

5.78 Among the submissions received there were also proposals to upgrade the existing medical scheme and to extend the Group Personal Accident scheme for natural death of staff. As these issues do not fall within our ambit, Management was, during the consultative meetings, advised to take up the matter with the relevant insurance company.

### **NEF Rodrigues**

#### **Walking Allowance**

5.79 During consultations, it was underscored that field officers often have to walk long distances to visit beneficiaries in view of the topography of the land and the fact that the home places of many of the beneficiaries are inaccessible by buses or cars or motorcycles. We believe that there is reasonable ground to compensate these officers for the additional effort put in and are recommending accordingly.

**Recommendation 60**

**5.80 We recommend that employees in the grade of Assistant Case Management Officer (NEF Rodrigues) formerly Field Officer (NEF Rodrigues) and Case Worker (NEF Rodrigues) who have to walk long distances to visit beneficiaries should be paid a monthly walking allowance of Rs 275.**

**Allowance for cleaning of toilets**

5.81 We have been informed that the Office Attendant cum Driver and the Attendant/Cleaner are required to clean toilets twice per day over and above their normal scheme of duties. A proposal has therefore been made by the Staff side for these incumbents to be either paid an allowance for performing these duties or for these duties to be contracted out. We have discussed the matter with Management and the latter has expressed its intention to contract out these duties.

5.82 Until such time that the cleaning of toilet is outsourced to a private cleaning enterprise, we believe that it is fair to compensate the employees concerned or any other employee of the manual grade who might at some point in time be required to perform such duties.

**Recommendation 61**

**5.83 We recommend that the employees in manual grades who are called upon to perform additional duties such as cleaning of toilet over and above their normal schedule of duties should be paid a monthly allowance of Rs 500.**

\*\*\*\*\*

## CHAPTER 6

### OTHER PERTINENT ISSUES AND GENERAL RECOMMENDATIONS

#### Permanent and Pensionable Employment (PPE)

- 6.1 Employees of the NEF are employed on contract of either indeterminate or determinate duration. To this effect, persistent and strong representations have been made by both Management and the Union for the staff to be employed on a permanent and pensionable basis. It has been argued that the officers have served the NEF for many years and it is their legitimate expectation to be employed on PPE so that they can enjoy job security and all other benefits generally associated therewith. It has also been submitted that employment on PPE would circumvent high turnover rate at the NEF and would boost employee morale.
- 6.2 Although we fully understand the aspirations of the employees and which in our opinion seem justified, it is outside our ambit to make such recommendations as matters of appointment rest solely upon the employer.**

#### Performance Management System

- 6.3 The Consultancy Team has noted that currently there is no proper mechanism to evaluate the performance of employees at the NEF.
- 6.4 Performance Management has the merit of getting better results from organisations by understanding and managing performance within an agreed framework of planned goals, objectives, standards and competencies.
- 6.5 We, therefore, consider that with a view to improving employee performance and organisational efficiency and effectiveness, implementation of a Performance Management System at the NEF is imperative.

#### Recommendation 62

- 6.6 We recommend that Management should develop, introduce and implement a Performance Management System at the NEF to rate its employee's performance and behaviours based on agreed standards/criteria.**

## **Annual Salary Increase/Incremental Movement**

### **Recommendation 63**

- 6.7 We recommend that the date for the payment of annual salary increment shall be 01 January each year.**
- 6.8 We further recommend that the employees shall not be eligible to draw the annual salary increment as of right but only with the specific approval of the Chief Executive Officer who shall satisfy himself of the: (a) good performance and conduct; (b) punctuality and attendance as well as (c) availability and regularity at work during the preceding 12 months. The first increment would therefore become payable on 01 January 2019.**
- 6.9 We also recommend that upon the unsatisfactory report of the supervisor of an employee based on any of the criteria specified above, the Chief Executive Officer may decide to stop, withhold or defer the increment. In such a case, the employee shall be informed in writing of the decision to stop/withhold/defer his increment and the ground on which the decision has been taken.**

### **Training**

- 6.10 Training is an important component of human resource development as it contributes in updating the knowledge of employees and helps in acquiring new skills. Its very purpose is to improve the performance and productivity of staff and ensure that they have the required skills and values to change entrenched mindsets.**
- 6.11 During our visit to Rodrigues, the NEFEU has made strong representation to allow Rodriguan staff to benefit from training facilities as their counterparts in Mauritius with more recourse to overseas training.**
- 6.12 We consider that the importance of training to build the required skills and competencies for employees at the NEF should not be overlooked, the moreso, responding to employee's need for an on-going learning is a prudent investment of an organisation's resources and funds.**

#### **Recommendation 64**

- 6.13 We recommend that a Training Needs Analysis (TNA) be carried out on a regular basis to address skills gaps at the organisational, group and individual levels.**
- 6.14 We also recommend that based on the findings of the TNA appropriate training be provided to employees at different level of operations and same be extended to Rodriguan staff.**

#### **HR Manual**

- 6.15 The Consultancy Team has been apprised that there is in place an HR Manual at the NEF which provides for the different conditions of employment and general rules applicable. We consider that same needs to be updated to reflect the prevailing terms and conditions of employment.

#### **Recommendation 65**

- 6.16 We recommend that Management should review its HR Manual on a regular basis and to include the appropriate recommendations made in this Report.**

#### **Qualifications Requiring Registration with Recognised Bodies**

- 6.17 It has been submitted that there are grades which require professional registration to recognised Institutes/ Bodies according to their schemes of service. As the registration involves payment of an annual subscription fee, a claim has been made for the subscription fee to be refunded. We are making provision to this effect.

#### **Recommendation 66**

- 6.18 We recommend that an officer who is required to be a registered member of professionally recognised Institutes/Bodies according to the relevant prescribed scheme of service/contract of employment to be able to practice the profession, should be refunded the full amount of annual subscription fee payable to one of the relevant professional bodies.**

### **Human Resource Planning (HRP)**

6.19 During the consultative meetings with the staff side, proposals were made for the increase in establishment size of certain grades in particular for those providing core services. Recruitment of staff is the prerogative of Management. Nevertheless, we are making provision for the NEF to conduct an HRP exercise to identify additional HR requirements and to prompt appropriate remedial measures.

#### **Recommendation 67**

**6.20 We recommend that the NEF should carry out an HRP exercise so that it can determine the right number of staff it requires in the different grades to successfully deliver on its mandate.**

#### **Harmonization of qualification requirements for future entrants**

6.21 During our examination of the existing schemes of service of some grades at the NEF, we have observed several shortcomings. Whereas in some instances the qualification requirements for certain grades are not in consonance with the duties performed, in other cases the equivalent qualification listed in the schemes of service are of different levels. To that end, we are making appropriate recommendation.

#### **Recommendation 68**

**6.22 We recommend that the NEF considers the advisability of reviewing and updating the scheme of service of grades on its establishment to ensure that the qualification requirements are in line with the job demand and that equivalent qualifications are as far as possible of the same level.**

#### **Cognate duties**

6.23 According to almost all the existing schemes of service at the NEF, incumbents have to “perform any other cognate duties.” We have, in the course of this exercise, been apprised that the term cognate duties has often led to diverse interpretations as it is not clear which duties should be regarded as cognate. To remove any ambiguity or misinterpretation we believe that it is imperative that the term be accurately defined. We are, therefore, making appropriate provisions to that end.

### **Recommendation 69**

**6.24 We recommend that the terms “cognate duties” in the schemes of service should be replaced by “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”.**

### **Computerisation**

6.25 We have been apprised that the NEF still uses the traditional manual system for its core business processes. For instance, the different types of questionnaires and forms used by the core staff in the course of their work are filled in manually and then submitted to the parent Ministry for data capture. For increased efficiency and effectiveness, we consider that it is of critical importance that the NEF automate its work processes. We have in this respect reinforced the structure of the IT Department which we believe should allow the NEF to make the necessary transition.

### **Recommendation 70**

**6.26 We recommend that the NEF initiates necessary actions for its work processes to be computerised for increased efficiency and effectiveness.**

### **Good Governance**

**6.27 We hold that Management should ensure that the principles of good governance (transparency, accountability and responsibility) are adhered to in the day to day management of the NEF to enhance organizational effectiveness.**

### **Drafting of Report**

6.28 In the course of framing our recommendations, we had difficulties in certain cases due to lack of corroborative information. Whenever the accuracy, reliability and completeness of the information submitted were in question, requests for additional information had to be made to the organisation. This process obviously lengthened the time frame to draft and finalize the Report. Moreover the information obtained had to be scrupulously examined to the satisfaction of the Consultancy Team before using them for framing new recommendations.

**Acceptance of the Report**

**6.29 The review of Pay and Organisation Structure and Conditions of Employment at the NEF has to treated and implemented as an organic whole since all the recommendations contained therein are inextricably intertwined.**

**Terms and Conditions of Employment for employees on determinate contract**

**6.30 The terms and conditions of employment for officers on new contracts and those recruited after December 2017 or on contract of duration of less than two years should be determined by the NEF.**

\*\*\*\*\*

### Recommended Salary Structure

Salary Code	Salary Scale and Grade
<b>NEF 21</b>	<p><b>Rs 104000</b></p> <p>Chief Executive Officer</p> <p style="text-align: center;"><i>formerly Chief Administrator</i></p>
<b>NEF 20</b>	<p><b>Rs 59700 x 1625 – 62950 x 1850 – 68500 x 1950 – 74350 x 2825 – 80000 x 3000 – 83000</b></p> <p>Administrative Manager</p> <p>Communication Manager</p> <p>Finance Manager</p> <p>HR Manager</p> <p>IT Manager</p> <p style="text-align: center;"><i>formerly Head of IT</i></p> <p>Programme Manager</p> <p>Programme Manager (NEF Rodrigues)</p> <p>Project Manager (Civil Engineering)</p>
<b>NEF 19</b>	<p><b>Rs 34350 x 925 – 37125 x 1225 – 40800 x 1525 – 49950 x 1625 – 62950</b></p> <p>Assistant Programme Manager (NEF Rodrigues) (Personal)</p> <p>Community Project Coordinator</p> <p>Community Project Coordinator (NEF Rodrigues) (New Grade)</p> <p>Coordination and Monitoring Officer (Personal)</p>
<b>NEF 18</b>	<p><b>Rs 29400 x 775 – 32500 x 925 – 37125 x 1225 – 40800 x 1525 – 49950 x 1625 – 62950</b></p> <p>Engineer (Civil) (New Grade)</p>

Salary Code	Salary Scale and Grade
NEF 17	<p><b>Rs 29400 x 775 – 32500 x 925 – 37125 x 1225 – 40800 x 1525 – 49950 x 1625 – 56450</b></p> <p>Psychologist</p>
NEF 16	<p><b>Rs 27850 x 775 – 32500 x 925 – 37125 x 1225 – 40800 x 1525 – 49950 x 1625 - 56450</b></p> <p>Community Project Executive Community Project Executive(NEF Rodrigues) <i>formerly Case Supervisor (NEF Rodrigues)</i></p>
NEF 15	<p><b>Rs 25525 x 775 – 32500 x 925 – 37125 x 1225 – 40800 x 1525 – 49950 x 1625 – 56450</b></p> <p>Human Resource Management Officer IT Officer/System Administrator (New Grade)</p>
NEF 14	<p><b>Rs 21950 x 625 – 23200 x 775 – 32500 x 925 – 37125 x 1225 – 40800 x 1525 – 45375</b></p> <p>Finance Officer (New Grade)</p>
NEF 13	<p><b>Rs 19575 x 475 – 21950 x 625 – 23200 x 775 – 32500 x 925 – 37125 x 1225 – 40800 x 1525 – 42325</b></p> <p>Administrative Officer <i>formerly Administrative Assistant</i> Case Management Officer Case Management Officer (NEF Rodrigues) Communication Officer (New Grade) IT and Communication Officer (Personal) Procurement and Supply Officer (New Grade) Technical Officer (New Grade)</p>
NEF 12	<p><b>Rs 22575 x 625 – 23200 x 775 – 32500 x 925 – 37125 x 1225 – 38350</b></p> <p>Accounts Officer (Personal)</p>

Salary Code	Salary Scale and Grade
NEF 11	<p><b>Rs 19200 x 375 – 19575 x 475 – 21950 x 625 – 23200 x 775 – 32500 x 925 – 37125 x 1225 – 38350</b></p> <p>Confidential Secretary (New Grade)</p>
NEF 10	<p><b>Rs 16400 x 325 – 17700 x 375 – 19575 x 475 – 21950 x 625 – 23200 x 775 – 32500 x 925 – 37125 x 1225 – 38350</b></p> <p>General Executive (New Grade)</p> <p>General Executive (NEF Rodrigues) (New Grade)</p>
NEF 9	<p><b>Rs 17375 x 325 – 17700 x 375 – 19575 x 475 – 21950 x 625 – 23200 x 775 – 32500</b></p> <p>Accounts Clerk (Graduate) (Personal)</p> <p>Executive Assistant (Graduate) (Personal)</p> <p>HR Assistant(Personal)</p> <p>IT Assistant(Personal)</p>
NEF 8	<p><b>Rs 18450 x 375 – 19575 x 475 – 21950 x 625 – 23200 x 775 – 30175</b></p> <p>Supervisor, MPU</p>
NEF 7	<p><b>Rs 14050 x 275 – 15150 x 300 – 15750 x 325 – 17700 x 375 – 19575 x 475 – 21950 x 625 – 23200 x 775 – 30175</b></p> <p>Accounts Clerk (Non-Graduate) (Personal)</p> <p>Assistant Case Management Officer <i>formerly Family Social Worker</i></p> <p>Assistant Case Management Officer(NEF Rodrigues) <i>formerly Case Worker (NEF Rodrigues)</i> <i>Field Officer ( NEF Rodrigues)</i></p> <p>Clerical cum Word Processing Operator ( NEF Rodrigues) (Personal)</p> <p>Executive Assistant (Non-Graduate) (Personal)</p> <p>Executive Assistant (NEF Rodrigues) (Personal)</p> <p>HR Clerk (Personal)</p> <p>Procurement Clerk (Personal)</p>

<b>Salary Code</b>	<b>Salary Scale and Grade</b>
<b>NEF 6</b>	<b>Rs 12490 x 260 – 14050 x 275 – 15150 x 300 – 15750 x 325 – 17700 x 375 – 19575 x 475 – 21950 x 625 – 23200 x 775 – 25525</b> Receptionist
<b>NEF 5</b>	<b>Rs 13010 x 260 – 14050 x 275 – 15150 x 300 – 15750 x 325 – 17700 x 375 – 19575 x 475 – 21950 x 625 – 23200 x 775 – 23975</b> Skilled Worker (New Grade)
<b>NEF 4</b>	<b>Rs 12750 x 260 – 14050 x 275 – 15150 x 300 – 15750 x 325 – 17700 x 375 – 19575 x 475 – 21950 x 625 – 23200</b> Driver/Cleaner, MPU Driver/Office Attendant <i>formerly Driver</i> <i>Office Attendant cum Driver</i> Driver/Office Attendant (NEF Rodrigues) <i>formerly Office Attendant cum Driver (NEF Rodrigues)</i>
<b>NEF 3</b>	<b>Rs 14325 x 275 – 15150 x 300 – 15750 x 325 – 17700 x 375 – 19575 x 475 – 21475</b> Senior Office Attendant (New Grade)
<b>NEF 2</b>	<b>Rs 11970 x 260 – 14050 x 275 – 15150 x 300 – 15750 x 325 – 17700 x 375 – 19575 x 475 – 20050</b> Attendant/Cleaner (NEF Rodrigues) Office Attendant
<b>NEF 1</b>	<b>Rs 8615 x 205 – 8820 x 230 – 10200 x 250 – 11450 x 260 – 14050 x 275 – 15150 x 300 – 15750 x 325 – 17375</b> General Worker, MPU

**The Master Salary Scale should be as below:**

**Rs 8615 x 205 - 8820 x 230 - 10200 x 250 - 11450 x 260 - 14050 x 275 - 15150 x 300 - 15750 x 325 - 17700 x 375 - 19575 x 475 - 21950 x 625 - 23200 x 775 - 32500 x 925 - 37125 x 1225 - 40800 x 1525 - 49950 x 1625 - 62950 x 1850 - 68500 x 1950 - 74350 x 2825 - 80000 x 3000 - 83000**

### Specific Conversion Table

**Salary Point : Rs 8000**

<b>Basic Salary 2017 (Rs)</b>	<b>8000</b>	<b>8000</b>	<b>8000</b>	<b>8000</b>	<b>8000</b>	<b>8000</b>
<b>Gross Salary Dec.2017(Rs)</b>	<b>9704</b>	<b>10181</b>	<b>10362</b>	<b>10595</b>	<b>10767</b>	<b>11144</b>
<b>Converted Basic Salary Jan. 2018 (Rs)</b>	<b>13010</b>	<b>13530</b>	<b>13790</b>	<b>14050</b>	<b>14325</b>	<b>14600</b>

**Salary Point : Rs 10000**

<b>Basic Salary 2017 (Rs)</b>	<b>10000</b>							
<b>Gross Salary Dec.2017(Rs)</b>	<b>12155</b>	<b>12161</b>	<b>12336</b>	<b>12627</b>	<b>12648</b>	<b>12685</b>	<b>13292</b>	<b>13343</b>
<b>Converted Basic Salary Jan. 2018 (Rs)</b>	<b>15750</b>	<b>15750</b>	<b>15750</b>	<b>16075</b>	<b>16075</b>	<b>16075</b>	<b>16725</b>	<b>16725</b>

**Salary Point : Rs 10000 – Data Entry Clerk absorbed in the grade of Receptionist**

<b>Basic Salary 2017 (Rs)</b>	<b>10000</b>
<b>Gross Salary Dec.2017(Rs)</b>	<b>11678</b>
<b>Converted Basic Salary Jan. 2018 (Rs)</b>	<b>17050</b>

**Salary Point : Rs 10000 - Office Attendants cum Driver who are paid a monthly allowance of Rs 2000 for performing Office Attendant and driving duties)**

<b>Basic Salary 2017 (Rs)</b>	<b>10000</b>	<b>10000</b>
<b>Gross Salary Dec.2017(Rs)</b>	<b>12863</b>	<b>13292</b>
<b>Converted Basic Salary Jan. 2018 (Rs)</b>	<b>18825</b>	<b>19200</b>

**Salary Point : Rs 11700**

<b>Basic Salary 2017 (Rs)</b>	<b>11700</b>	<b>11700</b>
<b>Gross Salary Dec.2017(Rs)</b>	<b>14754</b>	<b>15070</b>
<b>Converted Basic Salary Jan. 2018 (Rs)</b>	<b>18825</b>	<b>19200</b>

**Salary Point : Rs 12000**

<b>Basic Salary 2017 (Rs)</b>	<b>12000</b>	<b>12000</b>	<b>12000</b>	<b>12000</b>	<b>12000</b>	<b>12000</b>
<b>Gross Salary Dec.2017(Rs)</b>	<b>13752</b>	<b>14229</b>	<b>14426</b>	<b>14851</b>	<b>14861</b>	<b>15201</b>
<b>Converted Basic Salary Jan. 2018 (Rs)</b>	<b>17700</b>	<b>18075</b>	<b>18450</b>	<b>18825</b>	<b>18825</b>	<b>19200</b>

**Salary Point : Rs 12500**

<b>Basic Salary 2017 (Rs)</b>	<b>12500</b>	<b>12500</b>	<b>12500</b>	<b>12500</b>	<b>12500</b>	<b>12500</b>
<b>Gross Salary Dec.2017(Rs)</b>	<b>14270</b>	<b>14747</b>	<b>14944</b>	<b>15508</b>	<b>15720</b>	<b>16136</b>
<b>Converted Basic Salary Jan. 2018 (Rs)</b>	<b>18450</b>	<b>18825</b>	<b>19200</b>	<b>19575</b>	<b>20050</b>	<b>20525</b>

**Salary Point : Rs 13000**

<b>Basic Salary 2017 (Rs)</b>	<b>13000</b>	<b>13000</b>	<b>13000</b>
<b>Gross Salary Dec.2017(Rs)</b>	<b>15388</b>	<b>15698</b>	<b>15823</b>
<b>Converted Basic Salary Jan. 2018 (Rs)</b>	<b>19575</b>	<b>20050</b>	<b>20050</b>

**Salary Point : Rs 15000**

<b>Basic Salary 2017 (Rs)</b>	<b>15000</b>	<b>15000</b>	<b>15000</b>	<b>15000</b>	<b>15000</b>
<b>Gross Salary Dec.2017(Rs)</b>	<b>16752</b>	<b>16788</b>	<b>17154</b>	<b>17351</b>	<b>17446</b>
<b>Converted Basic Salary Jan. 2018 (Rs)</b>	<b>21000</b>	<b>21000</b>	<b>21475</b>	<b>21950</b>	<b>21950</b>

<b>Basic Salary 2017 (Rs)</b>	<b>15000</b>	<b>15000</b>	<b>15000</b>	<b>15000</b>	<b>15000</b>	<b>15000</b>
<b>Gross Salary Dec.2017(Rs)</b>	<b>17462</b>	<b>17786</b>	<b>17823</b>	<b>17861</b>	<b>17897</b>	<b>18201</b>
<b>Converted Basic Salary Jan. 2018 (Rs)</b>	<b>21950</b>	<b>22575</b>	<b>22575</b>	<b>22575</b>	<b>22575</b>	<b>23200</b>

**Salary Point : Rs 16400**

<b>Basic Salary 2017 (Rs)</b>	<b>16400</b>	<b>16400</b>
<b>Gross Salary Dec.2017(Rs)</b>	<b>16525</b>	<b>16675</b>
<b>Converted Basic Salary Jan. 2018 (Rs)</b>	<b>20525</b>	<b>21000</b>

**Salary Point : Rs 17500**

<b>Basic Salary 2017 (Rs)</b>	<b>17500</b>
<b>Gross Salary Dec.2017(Rs)</b>	<b>20490</b>
<b>Converted Basic Salary Jan. 2018 (Rs)</b>	<b>25525</b>

**Salary Point : Rs 18000**

<b>Basic Salary 2017 (Rs)</b>	<b>18000</b>	<b>18000</b>	<b>18000</b>
<b>Gross Salary Dec.2017(Rs)</b>	<b>20573</b>	<b>21008</b>	<b>21423</b>
<b>Converted Basic Salary Jan. 2018 (Rs)</b>	<b>25525</b>	<b>26300</b>	<b>27075</b>

**Salary Point : Rs 20000**

<b>Basic Salary 2017 (Rs)</b>	<b>20000</b>	<b>20000</b>
<b>Gross Salary Dec.2017(Rs)</b>	<b>21870</b>	<b>22290</b>
<b>Converted Basic Salary Jan. 2018 (Rs)</b>	<b>27075</b>	<b>27850</b>

**Salary Point : Rs 25000**

<b>Basic Salary 2017 (Rs)</b>	<b>25000</b>	<b>25000</b>	<b>25000</b>	<b>25000</b>
<b>Gross Salary Dec.2017(Rs)</b>	<b>26220</b>	<b>26680</b>	<b>26870</b>	<b>27290</b>
<b>Converted Basic Salary Jan. 2018 (Rs)</b>	<b>31725</b>	<b>32500</b>	<b>32500</b>	<b>33425</b>

**Salary Point : Rs 26000**

<b>Basic Salary 2017 (Rs)</b>	<b>26000</b>
<b>Gross Salary Dec.2017(Rs)</b>	<b>28290</b>
<b>Converted Basic Salary Jan. 2018 (Rs)</b>	<b>34350</b>

**Salary Point : Rs 30000**

<b>Basic Salary 2017 (Rs)</b>	<b>30000</b>	<b>30000</b>
<b>Gross Salary Dec.2017(Rs)</b>	<b>31220</b>	<b>31640</b>
<b>Converted Basic Salary Jan. 2018 (Rs)</b>	<b>37125</b>	<b>38350</b>

**Salary Point : Rs 32500**

<b>Basic Salary 2017 (Rs)</b>	<b>32500</b>
<b>Gross Salary Dec.2017(Rs)</b>	<b>32775</b>
<b>Converted Basic Salary Jan. 2018 (Rs)</b>	<b>39575</b>

**Salary Point : Rs 35000**

<b>Basic Salary 2017 (Rs)</b>	<b>35000</b>	<b>35000</b>
<b>Gross Salary Dec.2017(Rs)</b>	<b>36220</b>	<b>36640</b>
<b>Converted Basic Salary Jan. 2018 (Rs)</b>	<b>43850</b>	<b>45375</b>

**Salary Point : Rs 40000**

<b>Basic Salary 2017 (Rs)</b>	<b>40000</b>
<b>Gross Salary Dec.2017(Rs)</b>	<b>41220</b>
<b>Converted Basic Salary Jan. 2018 (Rs)</b>	<b>49950</b>

**Salary Point : Rs 50000**

<b>Basic Salary 2017 (Rs)</b>	<b>50000</b>
<b>Gross Salary Dec.2017(Rs)</b>	<b>51095</b>
<b>Converted Basic Salary Jan. 2018 (Rs)</b>	<b>59700</b>

**Salary Point : Rs 65000**

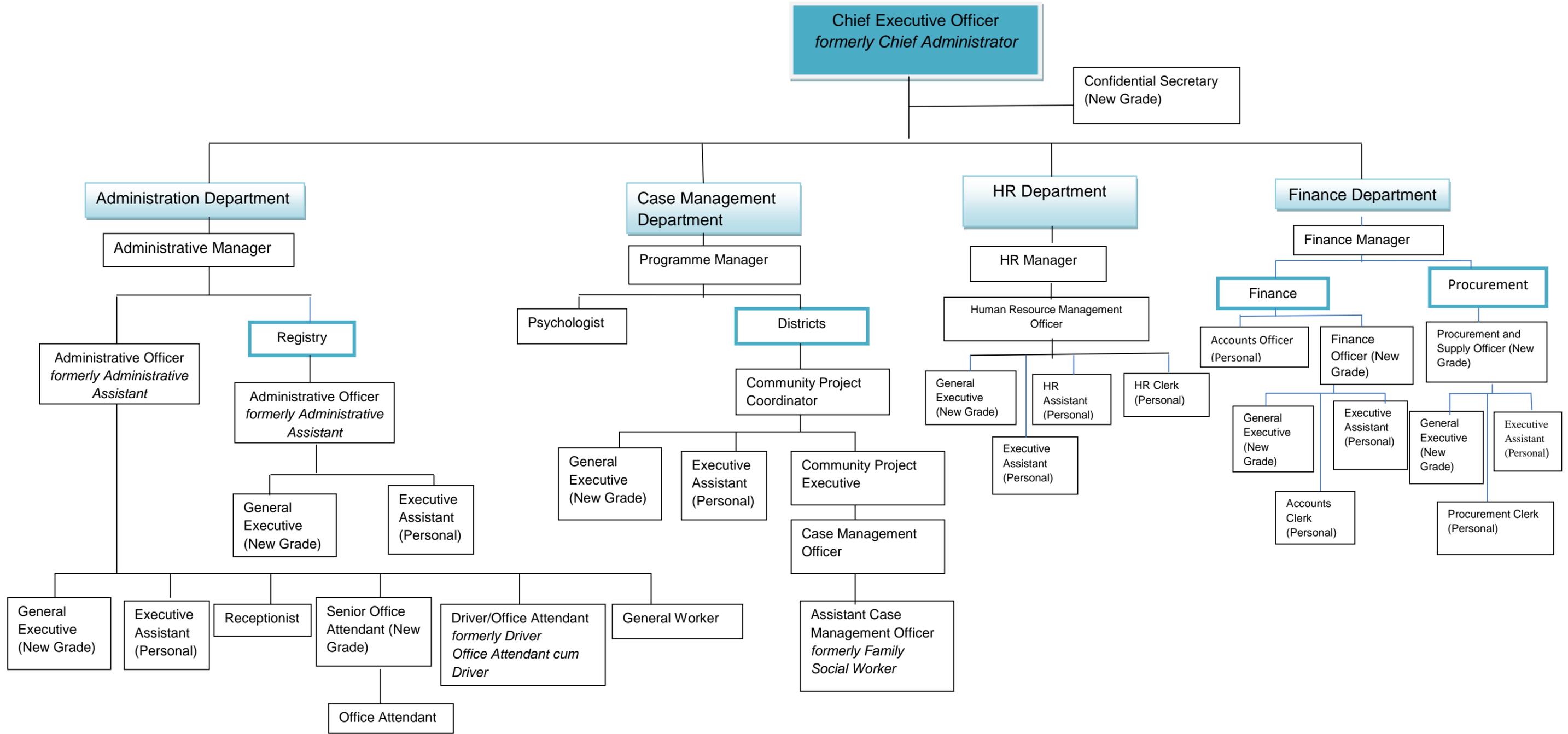
<b>Basic Salary 2017 (Rs)</b>	<b>65000</b>	<b>65000</b>	<b>65000</b>
<b>Gross Salary Dec.2017(Rs)</b>	<b>65000</b>	<b>66095</b>	<b>66515</b>
<b>Converted Basic Salary Jan. 2018 (Rs)</b>	<b>74350</b>	<b>77175</b>	<b>77175</b>

**Salary Point : Rs 90000**

<b>Basic Salary 2017 (Rs)</b>	<b>90000</b>
<b>Gross Salary Dec.2017(Rs)</b>	<b>90150</b>
<b>Converted Basic Salary Jan. 2018 (Rs)</b>	<b>104000</b>

\*\*\*\*\*

Revised Organisation Chart



Revised Organisation Chart (contd)

