

## 12. RECRUITMENT AND RETENTION IN THE PUBLIC SECTOR

- 12.1 One of the objectives of a general pay review is to provide for an appropriate compensation package so that Ministries/Departments/Organisations are able **to attract, recruit and retain** the people they need and to employ them efficiently. A scarce talent situation occurs when the demand for talent significantly exceeds the supply. The stakes become higher when the talent in demand reflects the core competency of Ministries/Departments/Organisations or is essential to its performance. A chronic lack of quality people affects the Ministries/Departments/Organisations ability to deliver effectively.
- 12.2 We are, in this Chapter, having a fresh look at the Recruitment and Retention issues in the Public Sector and making recommendations regarding approaches to address ensuing challenges.
- 12.3 Recruitment in the Public Sector is carried out by the Public Service Commission, Disciplined Forces Service Commission, Judicial and Legal Service Commission, Local Government Service Commission and Boards of Parastatal and other Statutory Bodies. We deal in more details on the process of recruitment in the Public Sector at Chapter 11 on Recruitment and Promotion.
- 12.4 Turnover is costly - measures of the costs include the recruitment and training process, the reduced productivity of the new hire and the work left undone because of staffing gaps. Hence, the need to retain quality people in Ministries/Departments/Organisations.
- 12.5 In the 2008 PRB Report, the Bureau recommended a series of measures that could be resorted to tackle the talent shortage. It included:
- (a) various alternative modes of employment practices;
  - (b) training schemes to build capacity;
  - (c) organisational remedies to get the work done; and
  - (d) reward strategies like negotiable salary entry points, enhanced fringe benefits and payment of special retention allowance.
- 12.6 In the context of this Pay Review Exercise, we have carried out a new survey to examine the evolution of the situation regarding recruitment and retention.

### Survey on Recruitment and Retention Problems in the Public Sector

- 12.7 In December 2011, the Bureau carried out a fresh survey on Recruitment and Retention problems to re-examine issues related to Recruitment and Retention of people of the right calibre in the Public Sector and the extent to which the measures enunciated so far have been effective in alleviating the problems related to recruitment, retention and scarcity and to take stock of the actual situation to enable the formulation of appropriate recommendations.

- 12.8 Heads of Ministries/Departments including the Rodrigues Regional Assembly, and Chief Executives of Parastatal Organisations and Local Authorities were requested, among others, to provide information on the variation in establishment size for the grade reported upon from the year 2008 to 2011; number of officers in the respective grades who have left their jobs and the corresponding reasons for departure; recruitment exercise carried out since 1st January 2008 for the grade; action/s taken by the organisation to remedy the situation due to the persistent unavailability of required number of officers; and actions taken by organisations to recruit and retain people of the right calibre. The information sought relates to the period 2008 to 2011.
- 12.9 The 2011 Recruitment and Retention problems survey report contains information on current and emerging trends in people resourcing practice.

### Questionnaire Response

- 12.10 The response rates of the survey were 59% for the Civil Service, 52% for the Parastatal Bodies and 67% for the Local Authorities. The Rodrigues Regional Assembly also responded to the survey.

### Survey Findings and Analysis

- 12.11 As a matter of policy and for the sake of consistency, we have kept the same vacancy rate framework for the presentation of the survey results in separate tables for the Civil Service, Parastatal and other Statutory Bodies and Local Authorities. In other words, we have again considered entry grades and promotional entry grades requiring degree/professional or technical qualifications that have registered a vacancy rate of above 20%. Vacancy rate for the purpose of this Chapter refers to the number of vacant posts as a percentage of established posts. **A word of caution to readers while looking at cases where the establishment size is only one or two posts and all of them have not been filled, the vacancy rate of 100% may seem high but has to be viewed in its true perspective.**

### Recruitment Difficulties

- 12.12 Although there was a decrease in the number of vacancies that organisations tried to fill in 2011 compared with 2008, a high proportion of these organisations still experienced recruitment difficulties as per Table I to Table III mainly in the grades of Nautical Surveyor and Marine Engineering Surveyor with a high vacancy rate of 66.6 % and 100% respectively. Same was viewed for the grade of Safety and Health Officer/Senior Safety and Health Officer with a vacancy rate of 60%. The grade of Architect/Senior Architect has been reported to be scarce as out of 31 posts on establishment only 15 were filled as at 01 January 2011 with a vacancy rate of 51.6%. As regards the grade of Quantity Surveyor/Senior Quantity Surveyor, the vacancy rate has been brought down to 58.3% in the year 2011 while the grade of Civil Engineer in Parastatal Organisations and Local Authorities seems to be facing persistent recruitment and retention problems. In

the Appendix to this Chapter we comment in more details on the results of our survey regarding the grades that have registered a vacancy rate of above 20%. We have made observations regarding the measures resorted to, the recruitment exercises carried out, the high turnover rates and the tendency of retention for the previous four years.

- 12.13 The key reasons for recruitment difficulties are reported to be a lack of required specialist skills and unavailability of qualified people.
- 12.14 To palliate the persistent shortage of officers in certain grades, Chief Executives have resorted to providing training to lower level employees to enable them perform the next level job against payment of an allowance. Others have tried to review the scheme of service for the grade to facilitate recruitment. Moreover, organisations have tried to review the entry qualification requirements so as to ease recruitment. Some organisations have also sponsored officers to follow courses in scarce fields.
- 12.15 The survey even revealed that due to a shortage of staff in certain specialised areas, the services of retired personnel were enlisted to help the organisation deliver on its mandate. Others resorted to the employment of officers on a contractual basis.

### **Employee Retention**

- 12.16 Organisations are experiencing most difficulties in retaining officers in the grades of Quantity Surveyor/Senior Quantity Surveyor, Architect/Senior Architect, Nautical Surveyor and Marine Engineering Surveyor.
- 12.17 The most frequently cited actions taken by organisations to address retention are offering increased learning and development opportunities, improving the induction process, increasing allowances and improving selection techniques.
- 12.18 The survey even revealed that the manner in which staff are rewarded has been re-examined so that their efforts are better recognised for the smooth running of the organisation.
- 12.19 Developing an employee retention strategy is one step organisations can take to avoid high levels of turnover. Together with keeping costs under control, cleverly thought-out retention objectives that support resourcing and business goals will also strengthen the employer brand internally and, therefore, contribute to the organisation's ability to attract new talents.

12.20 The findings are as shown at Tables I, II and III below:

**Table I - Vacancy Rate in Grades requiring Degree/Professional/Technical Qualification in the Civil Service**

Ministry/Department	Grade	Establishment Size as at January 2011	Vacancy Rate (%) as at January 2011
Prime Minister's Office	Assessor, Data Protection Office	2	100
	Monitoring and Evaluation Specialist	1	100
Government Printing Department	Printer's Mechanic (Roster)	1	100
Mauritius Prisons Service	Hospital Officer (Male)	22	63.6
Civil Aviation Department (External Communications – Civil Aviation Services)	Divisional Head (Flight, Operations and Licensing Standards Section)	1	100
	Flight Operations Inspector	1	100
	Personnel Licensing Officer	2	100
Ministry of Public Infrastructure, NDU, Land Transport and Shipping (PI Division)	Architect/Senior Architect	31	51.6
	Quantity Surveyor/Senior Quantity Surveyor	12	58.3
	Automobile Electronic Technician	1	100
Ministry of Public Infrastructure, NDU, Land Transport and Shipping (LT & Shipping Div)	Nautical Surveyor	3	66.6
	Marine Engineering Surveyor	3	100
Ministry of Foreign Affairs, Regional Integration and International Trade (International Trade Division)	Controller, Industrial Property Office	1	100
Ministry of Housing and Lands	Development Control Officer	13	76.9
Ministry of Agro Industry and Food Security	Veterinary Officer	29	34.4
	Laboratory Technologist	3	33.3

Ministry/Department	Grade	Establishment Size as at January 2011	Vacancy Rate (%) as at January 2011
Ministry of Youth and Sports	Sports Medical Officer	2	50
	Technician (Youth and Sports)	4	50
Ministry of Local Government and Outer Islands	Assistant Inspector of Works	44	79.5
Ministry of Information and Communication Technology (CISD)	Computer Support Officer	65	61.5
Ministry of Civil Service and Administrative Reforms	Safety and Health Officer/Senior Safety and Health Officer	25	60

**Table II - Vacancy Rate in Grades requiring Degree/Professional/Technical Qualification in the Parastatal and other Statutory Bodies**

Organisation/Department	Grade	Establishment Size as at January 2011	Vacancy Rate (%) as at January 2011
Irrigation Authority	Engineer (Irrigation Planning Unit)	2	50
	Engineer (Mechanical)	2	50
	Civil Engineer (Construction and Supervision)	2	100
	Technical Assistant (Electromechanical)	4	50
Mauritius Institute of Health	Training Manager	5	60
Road Development Authority	Manager (Civil Engineering)	14	28.5
	Surveyor	2	100
	Technical Officer (Materials Testing Laboratory)	4	50
	Technical Officer (Civil Engineering)	16	56
Private Secondary Schools Authority	Safety and Health Officer/Senior Safety and Health Officer	1	100

**Table III - Vacancy Rate in Grades requiring Degree/Professional/Technical Qualification in the Local Authorities**

Organisation/Department	Grade	Establishment Size as at January 2011	Vacancy Rate (%) as at January 2011
Municipal Council of Beau Bassin/Rose Hill	Civil Engineer	1	100
Municipal Council of Curepipe	Civil Engineer	1	100
Municipal Council of Vacoas/Phoenix	Land Surveyor	1	100
	Attorney	1	100
District Council of Grand Port Savanne	Civil Engineer	1	100
Moka Flacq District Council	Safety and Health Officer/ Safety and Health Officer	1	100

### Conclusion and Recommendations

12.21 A comparison of this survey result with that of the last Report reveals that scarcity has to a large extent been addressed for grades in certain Ministries, namely at the Ministry of Health and Quality of Life and the Ministry of Education and Human Resources. However, the situation has stagnated for the grades of Nautical Surveyor, Marine Engineering Surveyor, Architect/Senior Architect, Quantity Surveyor/Senior Quantity Surveyor and Safety and Health Officer/Senior Safety and Health Officer. In a few cases, it has become more acute with a vacancy rate of much above 20%. In Parastatal and Other Statutory Bodies and Local Authorities, the grade of Civil Engineer seems to be facing persistent recruitment and retention problems. However, as stated earlier, the percentage appears to be inflated in cases where there is a relatively small workforce or where there is a single post which has remained vacant.

12.22 It is important for organisations to be manned by the required qualified and competent personnel at all times. Public Sector Organisations have so far resorted to alternative measures to palliate the shortage of staff. These temporary measures are grouped into four broad categories as hereunder:

#### **Employment Practices**

- Employment on contract and alternative modes of employment
- Employment on a month-to-month contract basis further to delegation of powers by the Public Service Commission
- Continuation of service beyond compulsory retiring age in very specialised areas
- Re-employment of retired officers on contract

- Employment on consultancy basis
- Employment on sessional basis
- Recourse to Bank of officers

### ***Training Schemes***

- Sponsoring people for courses in very scarce areas
- Mounting of appropriate courses locally
- Recruitment under cadetship/traineeship schemes

### ***Organisational remedies***

- Redistribution of duties to officers/staff in post
- Rendering schemes of service more flexible
- Considering alternative equivalent qualifications
- Reviewing qualification requirements
- Reducing training period to the extent possible
- Assigning duties to less qualified but experienced officers

### ***Reward Strategies***

- Improvement of career structures to enhance the scope of promotion
- Negotiable point of entry in salary scales
- Grant of privilege of private practice as a joining-in inducement, subject to certain conditions
- Grant of enhanced fringe benefits
- Grant of allowances for performing additional duties
- Grant of Special Retention Allowance

12.23 The above measures have been resorted to in Ministries/Departments/Organisations to attract, recruit and retain people to maintain a stable staffing beat on short term. However, there should be sustained efforts to retain people of the right calibre and competency. A scarce talent situation should be viewed as an opportunity for long lasting corrective measures. As regards reward strategies to control talent shortages, we are maintaining the special retention allowances for those reported in scarce fields. These are being dealt with in the Chapters of relevant Ministries/Departments/Organisations in respect of grades concerned. We are making the ensuing recommendations so that Ministries/Departments/Organisations can take appropriate measures to address their recruitment and retention problems.

## Recommendation 1

### 12.24 We recommend that:

- (i) Ministries/Departments/Organisations facing prolonged difficulties to recruit and retain officers, in certain grades, should again, after a review exercise, re-advertise vacancies in these grades highlighting the new remuneration package inclusive of the attached fringe benefits;
- (ii) the notification of vacancies for the grades falling in scarcity areas should be redrafted with emphasis on the attached fringe benefits such as car allowances or duty free exemption on car, travel grant, passage benefits, other allowances, etc;
- (iii) the MCSAR should continue to approve allowances or higher than initial entry points or adjustments in salary, subject to the concurrence of the High Powered Committee;
- (iv) Ministries/Departments/Organisations should choose the best course of action from the categories of measures mentioned above and the options spelt out at Chapter 13 on “Employment on Contract and Alternative Modes of Employment” and submit their proposed course of action to the MCSAR for approval; and
- (v) Ministries/Departments/Organisations should consider the advisability of recruiting, in high scarcity areas, retired officers having the required expertise, on a contractual basis, subject to the approval of the MCSAR and the relevant Service Commission/ Board.

### Exit Interview

12.25 We are conscious that there is more than just total pay that ties workforce to the public sector. On this account, views/comments/opinions need to be collected.

12.26 Exit interview has proved to be an effective tool to bring to light certain deep causes of departure. This will enable public sector employers to get the right information and take corrective measures at their end to improve retention of staff.

## Recommendation 2

12.27 We recommend that the MCSAR should devise a system so that there is an exit interview for people leaving the Public Sector before their normal retirement age.



## Enforcement of Bonds

- 12.28 A bond, for the purpose of this Chapter, is a binding agreement between the Government and a public officer sponsored for in-service training or for obtention of a specific qualification that commits the public officer to certain obligations. Breach of the obligations enunciated in the bond automatically leads to enforcement of the clauses of the binding agreement which normally involves a recoup i.e. reimbursement of the expenditure incurred for the sponsorship.
- 12.29 In order to ensure that the public expenditure incurred for training or the obtention of a qualification is not wasted, the public officers are invariably bonded by an amount equivalent to the full cost of the expenditure incurred on them.
- 12.30 Officers benefitting from sponsorship/traineeship were usually requested to enter into a bond agreement by signing binding documents and giving security of two guarantors. In several instances, it so happened that after acquisition of skills and competencies, officers moved to better jobs thus defeating the whole purpose of the training imparted to them. Consequently, the lack of trained personnel in certain areas have seriously impacted on service delivery.
- 12.31 In the circumstances, it was agreed that some stringent measures need to be adopted and in our last Report we introduced the provision of a bank guarantee as security for officers in positions carrying a monthly salary of Rs 12900 and above, undergoing training or following courses under sponsorship/trainee schemes.
- 12.32 We also recommended that the Ministry of Finance and Economic Development (MOFED) should, for the sake of consistency, bring some standardisation in the layout of bond agreement and review the conditions contained in the bond, to make them more explicit and comprehensive, for the parties to be aware of the various implications of breach of agreement.
- 12.33 The MOFED also monitored the implementation of bonds through half yearly status reports submitted by all Ministries/Departments.
- 12.34 Though a bank guarantee is a very effective tool to ensure that expenditure incurred for sponsorship/traineeship can be easily recouped in case of breach of obligations, the subscription to a bank guarantee and its service charges were financially burdensome to officers. In certain instances, the departure of officers for overseas sponsorship/traineeship was delayed in completing the process of making a bank guarantee and caused hardships.
- 12.35 In this regard there were demands to waive the condition for the provision of bank guarantee. The MCSAR referred the matter to the High Powered Committee and a decision was taken to freeze the requirement of a bank guarantee and the whole issue be discussed again with parties concerned.

12.36 We have examined the whole issue regarding enforcement of bonds and are making fresh recommendations after consultation with the MOFED.

### **Recommendation 3**

**12.37 We recommend that:**

- (i) all trainees recruited should continue to be bonded by an amount equivalent to the full cost of the training expenses incurred on them, and should serve for a minimum period as hereunder:**
  - (a) three years if the course duration/traineeship is 12 months or less;**
  - (b) five years if the course duration/traineeship is more than 12 months but up to 36 months;**
  - (c) seven years if the course duration/traineeship exceeds 36 months; and**

the bonded period should start as from the date of enlistment;
- (ii) upon satisfactory completion of the bonded period as outlined above, every bonded officer in scarcity/critical area may, subject to the approval of the MCSAR, be granted up to two additional increments;**
- (iii) in case a Ministry/Department requires an officer to serve that particular Ministry/Department at least during the bonded period, the bond must be so worded so as to impose such an obligation upon the officer;**
- (iv) in case of abandonment of training or vacation of office before the completion of the bonded period, bonds subscribed in such cases should be enforced in accordance with the following:**
  - (a) officers who leave the service to take up employment in the private sector before completing their bonded periods should be made to honour fully the obligations of their bonds within a period of three months as from the date of abandonment of training or vacation of office; and**
  - (b) officers, who obtain employment in either another Ministry/ Department or any organisation in the Public Sector and the duties in the new Ministry/Department/Organisation are related to the training received, should continue and complete their bonded period in their new employment, subject to the provisions of (iii) above.**

**Recommendation 4****12.38 We also recommend that:**

- (i) all public officers sponsored for training or other courses should continue to enter into a bond/agreement as designed by the MOFED;**
- (ii) bonded officers shall continue to sign a bond together with two sureties;**
- (iii) Ministries/Departments should, in the event of breach of agreement in other cases than those falling under paragraph 12.37 (iv)(b) above, enforce bonds and allow bonded officers and sureties to refund the amount in instalments within a maximum period of two years in case of inability to pay in a lump sum; and**
- (iv) only exceptional cases e.g. illness and where the organisation is satisfied that there may be good reasons for waiving of bonds in whole or in part should be referred to the MOFED.**

**Recommendation 5****12.39 We further recommend that, regarding the process of bonding and its enforcement, the MOFED should:**

- (i) set up clear rules regarding the sureties;**
- (ii) consider each case on its own merit; and**
- (iii) determine whether a refund of bond can be waived or enforced *in toto* or on a pro-rata basis by using the calculation or formula it considers appropriate.**

## Appendix

**Results of Survey on Recruitment and Retention in the Public Sector****CIVIL SERVICE****1. Prime Minister's Office*****Home Affairs Division****Assessor, Data Protection Office**Monitoring and Evaluation Specialist*

The two posts of Assessor, Data Protection Office have remained vacant since 2010. Attempts to fill in the vacancy twice in 2011 were not successful. Likewise, the grade of Monitoring and Evaluation Specialist has also remained vacant since 2008. No qualified candidate was found during the last recruitment exercise carried out in 2008. The Prime Minister's Office is contemplating to amend the scheme of service for the two grades to facilitate recruitment.

***Government Printing Department****Printer's Mechanic*

The only post of Printer's Mechanic has remained vacant since 2006. Attempts made to fill the vacancy has not been successful as the only candidate convened for interview during the last recruitment exercise, carried out in November 2010, was found to be not eligible. The post has been re-advertised in November 2011 and pending the filling of the vacancy, the duties for this grade have been shared among the two Senior Printer's Mechanic.

***Mauritius Prisons Service****Hospital Officer (Male)*

The grade of Hospital Officer (Male) at the Mauritius Prisons Service which is filled from fully registered Nursing officers has registered a vacancy rate of 63.6%. During the last recruitment exercise, out of 12 vacant posts, only three officers could be recruited. Employing retired officers on contract, payment of Retention and Night Duty Allowance, allowing accumulation of vacation and casual leave above ceiling have been some of the measures that the Mauritius Prisons Service has adopted to remedy the situation. It is also contemplating to provide training on General Nursing to incumbents in the grade of Prisons Officer/Senior Prisons Officer.

**Civil Aviation Department**

*Divisional Head (Flight Operations and Licensing Standards Section)*

*Flight Operations Inspector*

*Personnel Licensing Officer*

All the above three grades at the Civil Aviation Department which require specific qualifications have registered a vacancy rate of 100% for the past four consecutive years. Recruitment to the grade of Divisional Head (Flight Operations and Licensing Standards Section) is made from officers in the grades of Flight Operations Inspector and Personnel Licensing Officer which are both scarce. Given the unavailability of incumbent in the grade of Divisional Head (Flight Operations and Licensing Standards Section) the Divisional Head (Airworthiness) is presently overseeing the Flight Operations/Licensing Division. As regards the grade of Flight Operations Inspector which requires an Airline Transport Pilot Licence, the Department is presently discharging its responsibilities through a contractual agreement with the Civil Aviation Authority of United Kingdom. Finally, the acting Airworthiness Surveyor is performing the duties of the grade of Personnel Licensing Officer which requires an aircraft maintenance Engineer's Licence for ground personnel and an Airline Transport Pilot licence for flying personnel.

**2. Ministry of Public Infrastructure, NDU, Land Transport and Shipping*****Land Transport and Shipping Division***

*Marine Engineering Surveyor*

*Nautical Surveyor*

The grades of Nautical Surveyor and Marine Engineering Surveyor, reported as scarce since the 2003 PRB Report, have continued to register a high vacancy rate during the last two consecutive years with a vacancy rate of 66.6% and 100% respectively. In fact, up to now there has been no marked improvement regarding the filling of these grades.

Out of the three posts on establishment of the Ministry for the grade of Nautical Surveyor, only one has been filled. Following a recruitment exercise carried out in April 2008 one person was recruited which increased the number of persons in post to two. However, one incumbent left the grade in 2011 for a change in career.

As regards the grade of Marine Engineering Surveyor, it has remained vacant since 2010 when the only person in post resigned. The Ministry was advised by the PSC to review the scheme of service for the grade to facilitate recruitment. However, in spite of action taken in this regard, no qualified candidate was found during the last recruitment exercise carried out in August 2011.

### **Public Infrastructure Division**

#### *Architect/Senior Architect*

Reported as scarce in the last Report, the Ministry is still facing problem of recruitment for the grade of Architect/Senior Architect. In effect, the vacancy rate for this grade is 51.6%. Out of the 31 posts on establishment only 15 were filled as at 01 January 2011. The Ministry has reported that many officers have left the grade to take employment in the Private Sector which offers higher and better pay package. Thus, out of 16 persons required in January 2011, only four persons could be recruited. To palliate the problem, the Ministry is having recourse to the recruitment of Architects on contract.

#### *Quantity Surveyor /Senior Quantity Surveyor*

A slight improvement has been noticed regarding the grade of Quantity Surveyor/Senior Quantity Surveyor as the vacancy rate has gone down from 80.0% as at 30 June 2007 to 58.3% as at 01 January 2011. In fact, during the last two recruitment exercises, the Ministry managed to recruit three more officers and consequently, as at 01 January 2011, it had five persons in post. Nevertheless, given that it still has fewer officers than required in this grade, the Ministry has given the Quantity Surveyor/Senior Quantity Surveyor opportunities to work on projects after office hours against payment of an allowance so that the targets set for the PBB are met.

#### *Automobile Electronic Technician*

This grade has registered a vacancy rate of 100% as it has remained vacant for the past four consecutive years. Attempts to fill the vacancy in 2008 and 2010 have not been fruitful as no eligible candidates were found by the Public Service Commission. As a remedial action, an allowance was granted to the Automobile Electrician to perform the duties of Automobile Electronic Technician. However, as the latter does not possess the required qualification this arrangement had an impact on the service delivery.

### **3. Ministry of Foreign Affairs, Regional Integration and International Trade International Trade Division**

#### *Controller, Industrial Property Office*

The grade of Controller, Industrial Property Office, reported as scarce in the 2008 Report, has still not been filled because of unavailability of qualified candidates. Action has been initiated by the Ministry to amend the scheme of service to facilitate recruitment.

### **4. Ministry of Housing and Lands**

#### *Development Control Officer*

Out of the 13 posts on establishment for the grade of Development Control Officer, only three have been filled. In fact, the grade has registered a vacancy rate of 76.9% in 2010 and 2011. During the last recruitment exercise carried out in 2010, only one post could be filled. The post has been re-advertised by the Public

Service Commission in November 2011. To help recruit and retain people in this grade, the Ministry has suggested that the entry qualifications should be reviewed. It has also proposed that candidates be sponsored to follow the course in Town and Country Planning through distance learning.

## 5. Ministry of Agro Industry and Food Security

### *Veterinary Officer*

The grade of Veterinary Officer, which requires candidates to be fully registered as Veterinary Surgeon, in accordance with the legislation in force, has registered a vacancy rate of 34.4%. To make do with the limited personnel, the Ministry has resorted to the recruitment of Indian expatriates on a contract basis. It has also been suggested that the salary of the grade be increased to attract private practitioners and that the monthly Special Professional Retention Allowance be extended to all Veterinary Officers irrespective of length of service.

### *Laboratory Technologist*

The grade of Laboratory Technologist which requires a Diploma in Medical Laboratory Technology or Diploma in Biomedical Science has registered a vacancy rate of 33.3%. Attempts to fill the vacancy have not been fruitful as the candidates recruited so far have either reverted to their previous positions or declined the offer. The Ministry is contemplating to review the qualification requirement for the grade to facilitate recruitment.

## 6. Ministry of Youth and Sports

### *Sports Medical Officer*

### *Technician (Youth and Sports)*

Both the grades of Sports Medical Officer and Technician (Youth and Sports), have registered a vacancy rate of 50%. The qualification requirement for the grade of Sports Medical Officer is a Medical Degree or Diploma and full registration as a Medical Practitioner and Certificate d'études Speciales (CES) in Sports Medicine. Since 2008 there is only one officer in post for this grade while there are two posts on the establishment. Attempts to fill the vacancy in the last recruitment exercise carried out in 2005, has not been fruitful as no qualified candidates applied for the post. The Ministry is, therefore, proposing that the grade be transferred from its establishment to that of the Ministry of Health and Quality of Life as the latter has all the expertise in the field of medicine and given that, in case of absence, it can provide for replacement.

As regards the grade of Technician (Youth and Sports), the two candidates selected in 2010 declined the offer. The PSC has been requested to submit the name of suitable candidates from the shortlist and meanwhile, the existing incumbents are being paid an *ad hoc* allowance for the performance of additional duties.

## **7. Ministry of Local Government and Outer Islands**

### *Assistant Inspector of Works*

The grade of Assistant Inspector of Works, has registered a vacancy rate of 68.2% in 2008, 72.7% in 2009 and 79.5% in 2010 and 2011. In 2008, two officers in post retired and six got promoted in 2009 and 2010. Among the four candidates who were offered appointment as Assistant Inspector of Works in 2011, only one turned up. To make do with the situation, the Ministry has had recourse to the services of Senior Leading Hands and Leading Hands against payment of an *ad hoc* allowance.

## **8. Ministry of Information and Communication Technology**

### **Central Information Systems Division**

#### *Computer Support Officer*

The grade of Computer Support Officer, which was not reported as scarce in the 2008 PRB Report, has registered a vacancy rate of 61.5% as at 01 January 2011 with 40 vacant posts out of an establishment of 65. The recruitment exercise carried out in July 2010 to fill 42 vacancies resulted in the recruitment of only two Computer Support Officers. To palliate the persistent shortage of officers in this grade, the Ministry has so far given first level of troubleshooting training in ICT to Data Entry Officers so that they can give a helping hand to the Computer Support Officers whenever the need arises.

## **9. Ministry of Civil Service Affairs and Administrative Reforms**

### *Safety and Health Officer/Senior Safety and Health Officer*

No marked improvement has been noticed regarding the grade of Safety and Health Officer/Senior Safety and Health Officer which has registered a vacancy rate of 60% in 2011 as compared to 50% in 2008. Further, although 13 candidates were offered appointment to the grade in 2010 and eight in 2011, many have either resigned or reverted back to their previous positions.

## **10. Rodrigues Regional Assembly**

The Rodrigues Regional Assembly (RRA) is encountering recruitment and retention problems regarding the following grades which were also listed as scarce in the last Report: Trainee Reporter, Reporter, Architect, Bio-Medical Engineering Technician, Citizen Advice Bureau Organiser, Director of Finance, Electrical Engineer, Hospital Administrator, Project Manager, Quantity Surveyor, Systems Analyst and Technical Officer (Mechanical). Besides these grades, it also has recruitment problems regarding Town and Country Planning Officer, Communication Officer, Land Surveyor and Psychologist. The RRA has opined that the problem of recruitment and retention will prevail until qualified Rodriguan candidates become available to compete for the posts. It also intends to carry out a fresh recruitment exercise after the publication of this Report with the revised salary and conditions of service to attract candidates of the right calibre. The RRA also proposes to fill some of the grades on a contractual basis to ease the situation.



## PARASTATAL AND OTHER STATUARY BODIES AND LOCAL AUTHORITIES

### 1. Irrigation Authority

*Engineer (Irrigation Planning Unit)*

*Engineer (Mechanical)*

*Engineer (Construction and Supervision)*

The above three grades of Engineer have registered vacancy rates ranging between 50% and 100%. The organisation has reported that, despite several advertisements to fill the vacant posts, few applications were received and those who were selected often declined the offer made to them. It has been suggested that the Special Professional Retention Allowance granted to certain organisations in the civil service be also extended to the Irrigation Authority.

*Technical Assistant (Electromechanical)*

The grade of Technical Assistant (Electromechanical), which requires a Cambridge School Certificate and a 'Brevet de Technicien' in 'Electro technique', has registered a vacancy rate of 50%. In 2009 and 2010, two officers left the grade to take up employment in the private sector and one left in 2011 for personal reasons. Despite several attempts made to fill the vacant posts in 2008, 2009 and 2010, they have remained unfilled. The organisation has re-advertised the post in November 2011 with a view to recruiting potential candidates.

### 2. Mauritius Institute of Health

*Training Manager*

As at 01 January 2011, the grade of Training Manager which requires candidates to be holders of MBBS and a Postgraduate Diploma in Medical Education, has registered a vacancy rate of 60%. It has not been possible for the Mauritius Institute of Health (MIH) to fill the three vacant posts given that no fully qualified candidates were found during the last recruitment exercise conducted in March 2010. In view of the unavailability of required numbers of officers, the MIH has, since 2010 recruited two experienced retired officers to help the organisation deliver on its mandate.

### 3. Road Development Authority

*Manager (Civil Engineering)*

The grade of Manager (Civil Engineering) has registered a vacancy rate of 28.5%. Out of the 14 established posts, four posts have remained vacant as at 01 January 2011. To attract and retain officers in this grade, the Road Development Authority (RDA) has so far granted allowances for extra duty performed and allowed the officers recruited to retain the salary they were drawing in their previous organisation.

*Surveyor*

The survey has revealed that there is a problem of scarcity regarding the grade of Surveyor at the RDA which requires candidates to be holders of a Land Surveyor's Commission issued under section 4 of the Land Surveyors Act. Out of the two posts on the establishment of the Authority, none has been filled so far despite attempts in that direction made in 2010 and 2011. Since 2008, the Authority has employed officers on contract to meet its target.

*Technical Officer (Civil Engineering)*

The grade of Technical Officer (Civil Engineering) which requires a Diploma in Building and Civil Engineering has registered a vacancy rate of about 50% over the last four consecutive years. Out of the 16 posts on the establishment of the RDA only seven have been filled. Further, one officer left the grade in 2010 to take up employment in the private sector. Measures resorted to by the organisation to remedy the situation include amendment to the scheme of service and granting equivalent salary drawn in previous organisations to newcomers.

*Technical Officer (Materials Testing Laboratory)*

Two out of the four posts on the establishment of the RDA have remained vacant since 2008 with a vacancy rate of 50%. The Authority has made attempts to fill the vacant posts in 2008, 2010 and 2011 but has been unsuccessful. In order to alleviate the problem of recruitment, the RDA has initiated action to amend the scheme of service.

#### **4. Private Secondary Schools Authority**

*Safety and Health Officer/Senior Safety and Health Officer*

The Private Secondary Schools Authority (PSSA) has reported having difficulties to recruit and retain officers in the grade of Safety and Health Officer/Senior Safety and Health Officer which has registered a vacancy rate of 100% as at 01 January 2011. The only post on establishment for this grade has remained vacant since 2008. The Authority advertised the post in October 2011 and a recruitment exercise was subsequently carried out. However, none of the candidates who were offered employment in the grade accepted the offer.

#### **5. Local Authorities**

*Attorney*

*Civil Engineer*

*Land Surveyor*

*Safety and Health Officer/Senior Safety and Health Officer*

In the 2008 Report, the grades of Attorney and Safety and Health Officer/Senior Safety and Health Officer were reported as scarce. As at 01 January 2011, the local authorities have continued to have recruitment problems regarding these two grades. Further, the local authorities are also having chronic recruitment problems regarding the grade of Civil Engineer. Although this grade has an establishment size of one only, it has registered a vacancy rate of 100% in almost all the Local Authorities. For the Municipal Council of Beau Bassin/Rose Hill, the

post was advertised in 2008, 2009, 2010 and 2011, but the Council received no application. In order to alleviate the problem of recruitment, the Local Authorities have suggested that the services of such officers be provided on a contractual basis.

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