

## 10. TALENT MANAGEMENT

- 10.1 Talent Management refers to the anticipation of required human capital for an organisation and the planning to meet those needs to reach its goals. It is an organisation's commitment to recruit, retain and develop the most talented and superior employees available. A highly talented working force has the potential to create value and wealth in organisations. A talent management strategy needs to link to business strategy of the organisation to make sense and to enable it to deliver on its mandate.
- 10.2 Talent Management is an essential element of any strategic human capital management program. For the public sector to sustain and remain an employer of choice, the adoption of a talent management strategy is mandatory. In this context, different components which relate to talent management strategy have been dealt with in this Report. These components comprise Schemes of Service, Recruitment, Promotion, Retention, Performance Management System, Training, Alternative Modes of Employment, Reward Strategies, Flexible Working, and Recognition and Appreciation of Talents, among others.
- 10.3 In this chapter we deal mainly with Recruitment and Retention in the Public Sector. The other components are dealt with elsewhere in different chapters of this Volume.
- 10.4 The demand for better services from citizens compels the public sector to recruit, motivate and retain staff of the right calibre with appropriate competencies and attitudes. Recruitment is costly and the phenomenon of scarcity may be more complex in the public sector on account of the vast array of grades it comprises. We have come up, through our Reports, with an array of strategies to attract and retain people in key areas in the public sector. The use of retention allowances has indeed acted as a tool to either hold off a potential resignation or encourage such employees to defer their decision to leave.
- 10.5 Recruitment, as a human resource management function, is one of the activities that impact most critically on the performance of an organisation. There are several strategies that organisations can and do employ to ensure the existence of the best possible pool of qualified applicants from which they can fill vacancies as and when required. However, once recruited, the staff need to be rapidly and sufficiently motivated such that the organisation does not face another staff shortage in the short or medium term.
- 10.6 To avoid such situations of staff shortage, managements/organisations should ensure that their employees are provided work that make use of their skills and they have large possibilities of promotions, while not being under the constant pressure of poor management style and poor work environment. Incumbents

also leave when they find that organisations are no longer committed to their projects or to innovation or to technological development.

10.7 In the past few decades, the country's public service recruitment practices have progressed from permanent and pensionable employment to a mix of permanent and contingent employment and recruitment, on contract, or on part-time basis of professional and technical individuals. Recommendations have been made for making the most effective use of talented nationals from within and outside the organisation to provide the services needed at this stage of the country's development and to allow the public service to keep pace with the innovations already pioneered in other countries of similar historical background as Mauritius. However, it is taking a long time to identify and implement the new and effective strategies and in many cases the inhibiting factor is managerial inertia to innovate and improve working environment.

10.8 The lure of the private sector by way of greater monetary benefits, and the resultant need to devise measures to attract and retain talents in government, has been a long standing issue. To this end, various schemes have been devised for implementation at various levels in public sector organisations in spite of the host of benefits that are available for working in the public sector. The previous Reports placed much emphasis on the adoption of employment practices, training schemes, organisational remedies and reward strategies to tackle identified persistent recruitment/retention problems in the public sector. These recommendations still have to undergo continuous refinement to maximise their potential for effectiveness and, at the same time, to minimise the possibility of abuse.

10.9 Public Sector Organisations are still having recourse to the four broad categories of measures to tackle identified persistent recruitment/retention problems. These four broad categories are:-

***Employment Practices***

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

### ***Training Schemes***

- Sponsoring new recruits to follow courses in very scarce areas.
- Mounting of appropriate courses locally.
- Recruitment under cadetship/traineeship schemes.
- Drastic reduction in the cost of training fees

### ***Organisational remedies***

- Redistribution of duties to officers/staff in post.
- Rendering schemes of service more flexible by widening scope of recruitment.
- Waiving of age limit.
- Reviewing and enlarging qualifications requirement.
- Reducing training period wherever and to the extent possible.
- Assigning duties to less qualified but experienced officers.
- Giving special consideration to officers who have performed the duties of the grade.

### ***Reward Strategies***

- Improvement of career structures to enhance the scope of promotion.
- Negotiable point of entry in salary scales.
- Grant of non-pensionable allowance.
- 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 a Special Professional Retention Allowance as a retention measure in specific sectors up to a certain period.

10.10 The above four broad categories of measures resorted to palliate the shortage of staff in the public sector have, so far, been effective tools. However, the issues of recruitment and retention are still among the areas of concern in the public sector in general and more specifically in the Civil Service.

10.11 The Federations of public sector organisations have not made written representations on recruitment and retention problems of scarce grades. However, during consultative meetings held at the Bureau, for this Report, they have strongly drawn our attention on vacancies in several grades that have not

been filled or on officers leaving certain grades for others due to unattractive pay package or difficult working conditions. The Bureau has taken note of such representations and would make appropriate recommendations in the relevant Ministries/Departments/Organisations.

### Survey Questionnaire

- 10.12 In the context of this review exercise, a new survey was carried out by the Bureau in June/July 2015 to gauge the effectiveness of the 2013 PRB Recommendations and address reported shortcomings on persistent Recruitment and Retention problems in the Public Sector. A survey questionnaire was despatched to all Heads of Ministries/Departments, Parastatal and Other Statutory Bodies, Local Authorities and the Rodrigues Regional Assembly to collect relevant data for the three years 2012 to 2014. Furthermore, the issue was lengthily discussed and deeply explored during the numerous consultations with Staff Representatives and Management in the context of the overall review exercise.
- 10.13 The response rate for the questionnaire was good with a return of 60.7 % for the Civil Service, 46.2% for Parastatal and Other Statutory Bodies and 58.3% for Local Authorities. The Rodrigues Regional Assembly did not respond to our survey. We assume that those who have not responded to the survey do not have serious Recruitment and Retention problems.

### Survey Findings

- 10.14 As a matter of policy, 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 continuously registered a vacancy rate of above 20%. Vacancy rate here refers to the number of vacant posts as a percentage of established posts.
- 10.15 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 2014	Vacancy Rate (%) as at January 2014
Employment Relations Tribunal	Shorthand Writer	3	33

<b>Ministry/Department</b>	<b>Grade</b>	<b>Establishment Size as at January 2014</b>	<b>Vacancy Rate (%) as at January 2014</b>
Government Printing Department	Machine Minder/Senior Machine Minder	123	25
Ministry of Finance and Economic Development (Valuation Department)	Government Valuer	19	42
Ministry of Finance and Economic Development (Assessment Review Committee)	Vice Chairperson	2	50
Ministry of Youth & Sports	Technician (Youth and Sports)	4	25
Ministry of Technology, Communication and Innovation (Data Protection Office)	Data Protection Officer/Senior Data Protection Officer	7	57
Ministry of Energy and Public Utilities	Planner/Senior Planner	3	67
Ministry of Education and Human Resources, Tertiary Education and Scientific Research	Educator (Primary) [Modern Chinese]	34	91
Ministry of Public Infrastructure and Land Transport (Energy Services Division)	Electrical Engineer/ Senior Electrical Engineer	21	24
Mauritius Police Force	Catering Supervisor	16	69
	State Counsel	36	39
	Senior State Counsel	14	29

<b>Ministry/Department</b>	<b>Grade</b>	<b>Establishment Size as at January 2014</b>	<b>Vacancy Rate (%) as at January 2014</b>
Attorney-General's Office	Principal State Counsel	11	73
	State Attorney	16	69
Ministry of Ocean Economy, Marine Resources, Fisheries, Shipping and Outer Islands	Fishing Boat Inspector (Engineering)	1	100
	Fishing Boat Inspector (Nautical)	1	100
	Petty Officer	2	100
	Principal Marine Engineering Surveyor	1	100
	Marine Engineering Surveyor	3	100
	Nautical Surveyor	3	67
Ministry of Housing and Lands	Town and Country Planning Officer	9	33
	Housing Development Officer	3	67

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

<b>Organisation/Department</b>	<b>Grade</b>	<b>Establishment Size as at January 2014</b>	<b>Vacancy Rate (%) as at January 2014</b>
Mahatma Gandhi Institute	Educator (Secondary) (Mandarin)	4	25
	Educator (Secondary)	2	50

Organisation/Department	Grade	Establishment Size as at January 2014	Vacancy Rate (%) as at January 2014
	(Plumbing and Pipe Fitting)		
	Technician	3	67
	Assistant Technician (Printing)	5	80
National Computer Board	Information Security Consultant	6	33

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

Organisation/Department	Grade	Establishment Size as at January 2014	Vacancy Rate (%) as at January 2014
Municipal Council of Beau Bassin/Rose Hill	Safety and Health Officer/ Senior Safety and Health Officer	1	100
Municipal Council of Port Louis	Civil Engineer	2	100
Municipal Council of Vacoas/Phoenix	Attorney	1	100

### General Observations

10.16 A scrutiny of the survey results, as depicted above, compared to those of the previous reports clearly reveals that there has been a net improvement of the scarcity situation. For cases where the establishment size is only a few posts and all of them have not been filled, the vacancy rate of 100% may seem high but has to be viewed and measured in its true perspective. Many organisations have submitted a nil return. The measures recommended by the Bureau and implemented by the relevant authorities and organisations have, therefore, been efficient and effective in easing and curbing the problem of scarcity. 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%.

- 10.17 Organisations having recruitment and retention problems have had recourse to several strategies to have the required talented workforce to enable them to deliver on their mandate. To palliate the shortage of staff, organisations have resorted to headhunting, redistribution of duties, working on Saturdays/Sundays or outside normal working hours, payment of high monthly fees, setting up of Bank Schemes of officers, making use of supply officers, making internal arrangements among existing officers in the cadre, using lower grade officers that are qualified and hiring services of private individuals on an *ad hoc* basis whenever required, among others.
- 10.18 Suggestions have also been made by some organisations for an improvement of the situation by providing career guidance to students in educational institutions, upgrading the entry qualifications for certain grades, running training courses both in-house and outside the organisations, providing good working environment and well defined career paths/opportunities and recruiting candidates from university students together with an offer of sponsorship in the required field. Many organisations have remarked that advertising posts with all attached fringe benefits have helped a lot.
- 10.19 It is worth mentioning that certain parastatal bodies have reported that their respective Board could not find suitable candidates although there is no dearth of qualified professionals in the job market. Others have, however, reported that they had problems of selection because of so many overqualified candidates applying for same posts.
- 10.20 It has also been observed that there is a complete absence of measurement of Talent Management strategy execution in terms of organisational performance results using the levers of performance, learning and leadership, among others. Measurements would show how Talent Management Strategy adds value to the organisational strategy and the extent Talent Management initiatives link to achieving organisational goals.
- 10.21 Consultation feedback indicates that the Bureau's recommendations have impacted favourably in resolving, to a large extent, the problem of scarcity. While the individuals, unions and federations have stressed that there are many overqualified officers recruited in their grades and cadres, management of public sector organisations including parastatal bodies and local authorities have expressed that there are no great difficulties in filling vacancies generally, except for a very few. Many qualified people in different fields have either recycled themselves or simply changed career because of the job market realities until they are enlisted in an appropriate job thereby inflating the staff turnover rate in many organisations.

10.22 Articles from the press and the media in general, however, claim that there is a “qualification inflation” in the country and there is also a mismatch of qualifications held by job seekers and the qualifications required in the job market. Although it is for the relevant tertiary authorities to address such issues, which according to reports have already started, we can safely say that recruitment and retention problems in the public sector would soon be something of the past. We are, however, not reviewing our staff retention policies to allow organisations to remain competitive and flexible. We are, therefore, maintaining our present recommendations until the next report for the few scarcity cases surveyed.

### **Recommendation 1**

10.23 **We recommend that:**

- (i) Ministries/Departments/Organisations facing prolonged difficulties in certain grades to recruit and retain officers, should again, after this review exercise, re-advertise vacancies in the scarce grades on the basis of the new remuneration package highlighting all the attached fringe benefits;**
- (ii) the notification of vacancies for the scarce grades should be re-drafted to include and emphasize all the attached fringe benefits such as duty free exemption on car, travel grant, passage benefits, allowances, etc;**
- (iii) the MCSAR should ensure that an exit interview is effectively carried out for people, in scarce grades, leaving the Public Sector before their normal retirement age;**
- (iv) the MCSAR should continue to approve allowances or higher than initial entry points or adjustments in salary not exceeding the top salary of the grade (i.e. paying for the qualification of the post holder rather than the salary of the post) subject to the concurrence of the High Powered Committee; and**
- (v) Ministries/Departments/Organisations should choose the best course of action from the categories of measures mentioned above and the options spelt out at the Chapter on “Employment on Contract and Alternative Modes of Employment” of this Volume and submit their proposed course of action to the MCSAR for approval.**

### **Enforcement of Bonds**

10.24 A bond, for the purpose of this Chapter, is a binding agreement between the government and a public officer sponsored to earn a training or qualification that commits or ties or restraints the public officer to certain obligations. Failure

to abide by the obligations automatically leads to enforcement of the clauses of the binding agreement which normally involves a recoup i.e. reimbursement of the expenditure incurred.

- 10.25 In order to ensure that the public expenditure incurred for earning a training or qualification is not wasted, the public officers are invariably bonded by an amount equivalent to the full cost of the expenditure incurred on them.
- 10.26 As no demand regarding bonds has been received from the relevant stakeholders in the context of this review, we are bringing no change to the current provision.

## **Recommendation 2**

### **10.27 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 3**

**10.28 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 12.27(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 4**

**10.29 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.**

## Results of Survey on Recruitment and Retention in the Public Sector

### CIVIL SERVICE

1. ***Employment Relations Tribunal***

*Shorthand Writer*

Since the promotion of one of the three Shorthand Writers at the Employment Relations Tribunal in 2012, the post has not yet been filled in spite of a recruitment exercise carried out in February 2014. In fact, no qualified candidate applied for the post and in June 2015 the organisation asked the Public Service Commission to re-advertise the post.

2. ***Government Printing Department***

*Machine Minder/Senior Machine Minder (Bindery)*

The Government Printing Department has reported the grade of Machine Minder/Senior Machine Minder (Bindery) to be scarce as it is unable to fill the required number of vacancies since 2012. Out of the 123 posts on its establishment, it had 91 in 2012, and 92 in 2013 and 2014. Two of them have retired and three have resigned during the past three years. During a recruitment exercise carried out in November 2012 only three officers out of 13 required could be recruited as there was no other suitable candidate. Again, in March 2015 only five out of 15 required could be recruited for the same reason. The organisation is having recourse to “on the job” training of apprentices from the MITD and payment of overtime to existing staff to remedy the situation.

3. ***Ministry of Finance and Economic Development***

*Government Valuer (Valuation Department)*

*Vice Chairperson (Assessment Review Committee)*

The grade of Government Valuer at the Valuation Department has been reported scarce with a vacancy rate of 42%. Out of the 19 posts on establishment in January 2014 there are only 11 incumbents in post. In fact, two Government Valuers left in 2012 for the private sector and one retired in 2013 before reaching the normal retirement age. No recruitment exercise has been carried out since 1 January 2012 for the grade to fill the vacant posts. The organisation is encouraging officers of lower grades to pursue studies in Valuation to aspire for posts in the professional cadre and proposal has been made to revise the pay package for this grade to attract the right talented people.

At the Assessment Review Committee, one of the two posts of Vice Chairperson is vacant as the candidate recruited in January 2013 left one year later. In fact, during the recruitment exercise held at the Public Service

Commission on 19 November 2013, two persons were recruited out of three qualified applicants. However, one of them left and no exit interview was carried out. It has been proposed to recruit this position on a permanent and pensionable basis rather than the contractual basis to help the organisation to attract the right candidate.

**4. Ministry of Youth and Sports**

*Technician (Youth and Sports)*

The Ministry of Youth and Sports reported the grade of Technician (Youth and Sports) as scarce in the last Report with a vacancy rate of 50%. For this Report, the grade is still scarce with a vacancy rate of 25% as only one of the four posts on establishment is vacant. During the last recruitment exercise carried out in April 2012, only one qualified applicant out of two required could be recruited as no potential candidate was available. The work has been redistributed among existing staff and the organisation has proposed for a better pay package to this grade to attract the right talented person.

**5. Ministry of Technology, Communication and Innovation**

*Data Protection Officer/Senior Data Protection Officer (Data Protection Office)*

The grade of Data Protection Officer/Senior Data Protection Officer at the Data Protection Office has registered a vacancy rate of 57% as four of the seven posts on establishment are vacant. One officer in this grade left the job in 2013 as he obtained a better remuneration package according to the exit interview carried out. During the last recruitment exercise carried out in June 2014 there were four qualified applicants available for four posts required but the exercise has not yet been completed. Meanwhile, the organisation is having recourse to overtime and redistribution of work.

**6. Ministry of Energy and Public Utilities**

*Planner/Senior Planner*

The Ministry of Energy and Public Utilities has reported the grade of Planner/Senior Planner to be scarce with a vacancy rate of 67%. This grade has an establishment size of three and two posts are vacant. During a recruitment exercise carried out in March 2013 two candidates were offered appointment but both declined the offer. In December 2013, another candidate was offered appointment and he also declined the offer. The Ministry is reviewing the scheme of service to re-advertise the post.

**7. Ministry of Education and Human Resource, Tertiary Education and Scientific Research**

*Educator (Primary) [Modern Chinese]*

The grade of Educator (Primary) [Modern Chinese] has registered a vacancy rate of 91%. In fact, there are only three officers in post out of 34 on

establishment since January 2012. During the last recruitment exercise carried out in August 2012, only one candidate could be recruited due to unavailability of qualified candidates. The Ministry is having recourse to volunteers and Supply Teachers who are not fully qualified which have helped to alleviate the problem to some extent only.

**8. Ministry of Public Infrastructure and Land Transport  
Energy Services Division**

*Electrical Engineer/Senior Electrical Engineer*

The Energy Services Division of the Ministry of Public Infrastructure and Land Transport has reported the grade of Electrical Engineer/Senior Electrical Engineer to be scarce with a vacancy rate of 24% as there are only 16 officers in post out of an establishment size of 21. Four officers left the grade in 2013 because of various reasons as higher pay, better remuneration package elsewhere, more opportunities for training and development, better working environment, promotion and change of career. However, during the period covered by the survey the required number of officers could be recruited in each of three recruitment exercises carried out which means that there is no dearth of qualified candidates in this field.

**9. Mauritius Police Force**

*Catering Supervisor*

The Mauritius Police Force has reported the grade of Catering Supervisor to be scarce with a vacancy rate of 69%. Out of the eight Catering Supervisors in post in 2014, three were promoted Assistant Catering Officer and, therefore, there are only 5 Catering Supervisors in post for an establishment size of 16. During the last recruitment exercise carried out in May 2014, the four funded vacancies could not be filled as the two candidates offered appointment did not accept the offer. The vacancies have again been reported to the Public Service Commission in May 2015. Suggestions have been made for a flatter structure to help the organisation to attract the right talented people.

**10. Attorney-General's Office**

*State Counsel*

*Senior State Counsel*

*Principal State Counsel*

*State Attorney*

The Attorney-General's Office has reported the grades of State Counsel, Senior State Counsel, Principal State Counsel and State Attorney as scarce with vacancy rates of 39%, 29%, 73% and 69% respectively. Three State Counsels were promoted in 2013 and one of them passed away in 2014. During recruitment exercises for the period surveyed, seven qualified applicants out of 26 required were recruited in June 2012, eight out of 19 required were recruited

in April and November 2013 and five out of 14 required were recruited in October 2014.

For the grade of Senior State Counsel, one officer left the grade in 2014 as he was promoted and no recruitment exercise was carried out for the period surveyed. As for the grade of Principal State Counsel, one officer was promoted in 2012 and no recruitment exercise was carried out for this grade during the period surveyed.

The grade of State Attorney had only five officers in post in 2014 out of an establishment size of 16. For the last recruitment exercise carried out in April/May 2013 only two officers were recruited out of 13 required. It has however, been remarked that the timing for filling vacancies for the Attorney-General's Office is determined by the Judicial and Legal Service Commission.

11. ***Ministry of Ocean Economy, Marine Resources, Fisheries, Shipping and Outer Islands***

*Fishing Boat Inspector (Engineering)*

*Fishing Boat Inspector (Nautical),*

*Petty Officer*

*Principal Marine Engineering Surveyor*

*Marine Engineering Surveyor*

*Nautical Surveyor*

The grades of Fishing Boat Inspector (Engineering), Fishing Boat Inspector (Nautical), Petty Officer, Principal Marine Engineering Surveyor, Marine Engineering Surveyor and Nautical Surveyor have continued to register high vacancy rates of 100%, except for Nautical Surveyor which has registered a vacancy rate of 67%, for quite a long time. There seem to be no improvement regarding the filling of vacancies in these grades although the establishment size is only a few.

Two attempts have been made to fill the only vacancy in the grades of Fishing Boat Inspector (Engineering) and Fishing Boat Inspector (Nautical). The posts were advertised by the Public Service Commission in February 2011 but no qualified candidates were found. In November 2013, the posts were re-advertised after amendments were brought to the schemes of service but again the Public Service Commission informed that there were no qualified candidates. In July 2015, the Ministry had recourse to employment on contract to remedy the situation.

As for the grade of Petty Officer, which has an establishment size of two, attempts were made by the Public Service Commission to fill the vacancies in June 2012 and April 2013 but on both occasions it did not succeed. The

Ministry is having recourse to employment on contract of retired officers under Capacity Building Programme.

For the grades of Principal Marine Engineering Surveyor, which has an establishment size of one, and Marine Engineering Surveyor, which has an establishment size of three, both are vacant since long. The scheme of service for Principal Marine Engineering Surveyor was prescribed in July 2010 but as the grade is promotional for the grade of Marine Engineering Surveyor which has itself registered a 100% vacancy rate for years, no recruitment could be made. It has to be noted that inspite of four attempts to fill the three posts in the grade of Marine Engineering Surveyor (March 2012, May 2012, April 2014 and December 2014), the Public Service Commission has not been successful due to unavailability of qualified applicants. The Ministry has sought and obtained approval for filling of vacancies under the Capacity Building Programme and expression of interest has been launched in June 2015 to both local and international bidders willing to offer their services.

There is only one officer in the grade of Nautical Surveyor out of an establishment size of three. This grade is reported scarce since the 2003 PRB Report. The vacancies were advertised by the Public Service Commission in May 2012, April 2014 and December 2014 but no qualified candidates applied for the posts. For this grade too the Ministry has sought and obtained approval for filling of vacancies under the Capacity Building Programme and expression of interest has been launched in June 2015 to both local and international bidders willing to offer their services.

12. ***Ministry of Housing and Lands***  
*Town and Country Planning Officer*  
*Housing Development Officer*

The grades of Town and Country Planning Officer and Housing Development Officer have registered vacancy rates of 33% and 67% respectively.

Out of the nine posts on establishment in 2014 only six were filled. One officer left the grade during 2014 for better remuneration package elsewhere and another one resigned in the same year. The duties have been redistributed among officers in post to remedy the situation. Suggestions have been made to disseminate information to school leavers on job prospects in Town and Country Planning and also to include this field in the priority list for award of scholarships.

For the grade of Housing Development Officer, there is only one officer in post out of an establishment size of three. Two officers left the grade in 2012 for better remuneration package elsewhere. During the last recruitment exercise carried out in 2012 only one officer joined the grade and the others declined

the offer of appointment. The scheme of service has been amended to widen the fields of study and attract more candidates.

## PARASTATAL AND OTHER STATUTORY BODIES AND LOCAL AUTHORITIES

### 1. ***Mahatma Gandhi Institute***

*Educator (Secondary) [Mandarin]*

*Educator (Secondary) [Plumbing and Pipe Fitting]*

*Technician*

*Assistant Technician (Printing)*

The grade of Educator (Secondary) [Mandarin] has been reported scarce with a vacancy rate of 25% as one of the four incumbents in post retired in 2013 and no recruitment exercise has been carried out since then. The duties of the retired officer has been shared among the remaining three Educators to meet the student's needs. Similarly, one of the two posts in the grade of Educator (Secondary) [Plumbing and Pipe Fitting] which is vacant since 2012 has not been filled as no recruitment exercise has been carried out. The organisation is having recourse to temporary employment of Supply Teachers to remedy the situation.

For the grade of Technician, two of the three posts on establishment have remained vacant since 2012 and no recruitment exercise has been carried for the past three years. As no applicant satisfied the required profile, the scheme of service is being reviewed by the Council.

As for the grade of Assistant Technician (Printing), four of the five posts on establishment have been reported to be vacant in 2014. One of the two incumbents in post in 2013 was promoted and no recruitment exercise has been carried out since 2012 due to lack of qualified candidates. The organisation has liaised with the MITD for a list of potential candidates and, in the meantime, it is having recourse to temporary employment of partly qualified officers.

### 2. ***National Computer Board***

*Information Security Consultant*

The grade of Information Security Consultant at the National Computer Board has a vacancy rate of 33% in 2014 and it has a staff strength of four out of an establishment size of six. One of the incumbents in post left in 2013 and following its last recruitment exercise in 2014 the selected candidates refused the offer of appointment because of salary level.

**3. Local Authorities**

*Attorney*

*Civil Engineer*

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

The above three grades were among the grades reported as scarce in Local Authorities in the 2013 Report. However, it should be noted that these three grades have an establishment size of one or two and they have registered a vacancy rate of 100%. It should also be noted that except for the grade of Attorney, the other two grades are reported scarce in other Local Authorities for this Report.

At the Municipal Council of Beau Bassin/Rose Hill, the grade of Safety and Health Officer/Senior safety and Health Officer has been reported scarce with a vacancy rate of 100% because the only officer in post for an establishment size of one left the organisation in 2013 for better prospects elsewhere and no recruitment exercise has been carried out by the Local Government Service Commission since then.

For the Municipal Council of Port Louis, the two posts in the grade of Civil Engineer are vacant since 2012. The exit interviews carried out with officers leaving their jobs indicate that they left because of the working environment and too much paper work instead of engineering works.

As for the Municipal Council of Vacoas/Phoenix, the grade of Attorney which was reported scarce in the last Report is vacant since 2008. The vacancy has been frozen and no recruitment exercise has been carried out since 1 January 2012. This Local Authority is having recourse to hiring the services of an Attorney on a case to case basis to remedy the situation. Suggestions have been made by the Chief Executive to have this post either on a part-time or contract basis with a better remuneration package for which appropriate recommendations already exist.

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