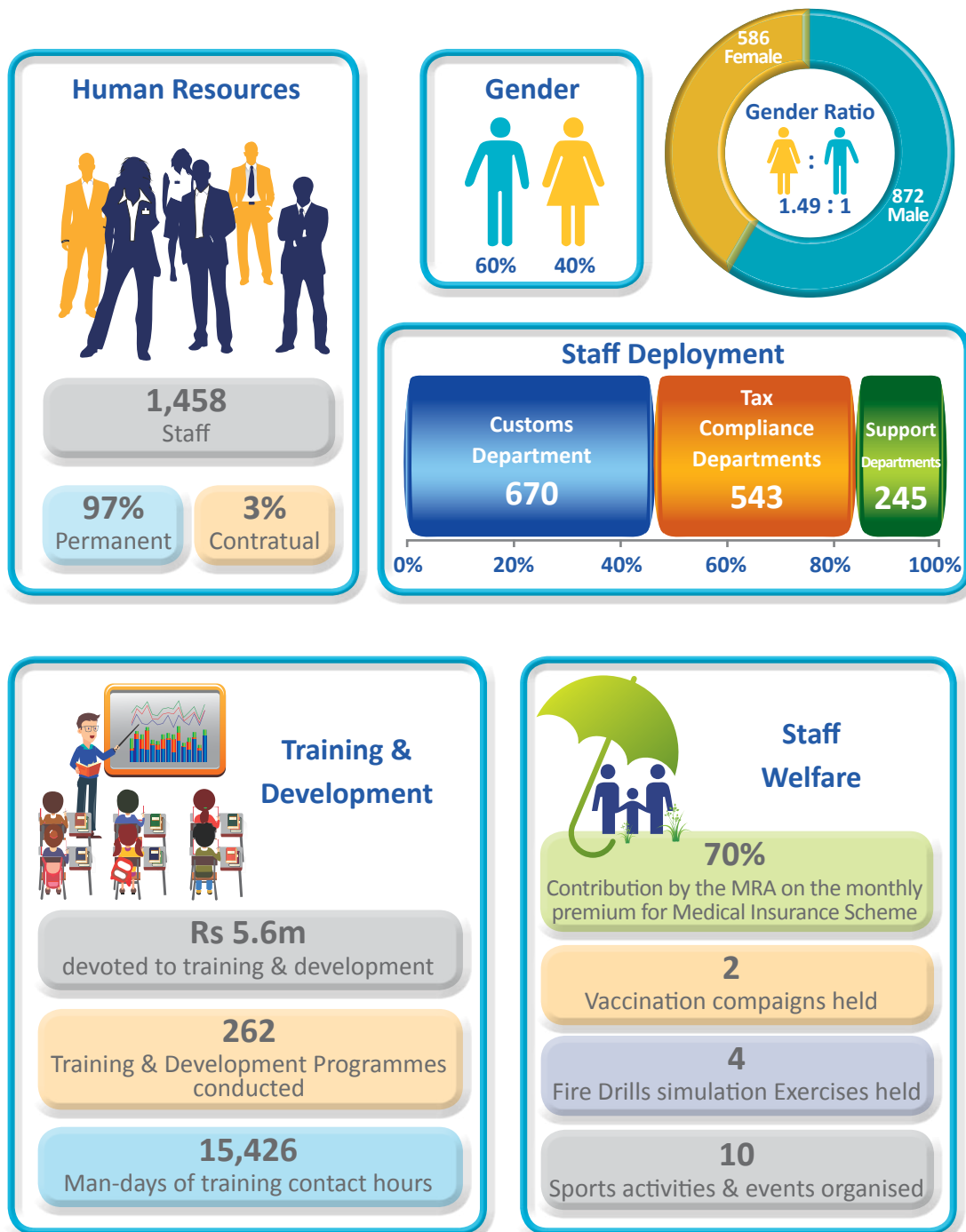


## 14. STRATEGIC OUTCOME: HUMAN RESOURCE MANAGEMENT



## 14.1. HUMAN RESOURCE PROFILE

### 14.1.1. Establishment

Table 28: Human Resource Structure

Grade	Job Title	In post as at 30 June 2019		
		Male	Female	TOTAL
-	Director-General	1	-	1
7	Director	6	4	10
6	Assistant Director / Section Head	26	9	35
5	Team Leader	84	41	125
4	Technical Officer	154	88	242
3	Officer / Custom Officer II	266	172	438*
2	Custom Officer I / Support Officer II	246	178	424**
1	Support Officer I	89	94	183
Total		872	586	1,458

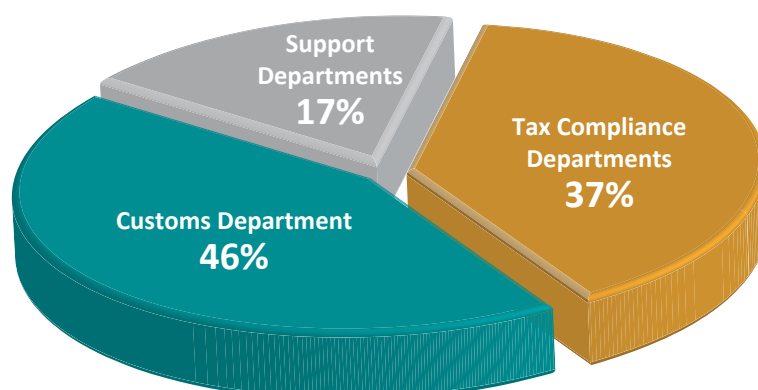
\*Includes one Psychologist on Part-Time

\*\*Includes 46 Trainee Customs Officers

The head count at the MRA as at 30<sup>th</sup> June 2019 was 1,458, representing 89% of the critical requirements of 1,641 staff.

The distribution of staff in the compliance and support departments is illustrated in Chart 12.

Chart 12: Percentage of staff in compliance & support departments



## 14.1.2. Employee demographics by departments

Table 29: Human Resource Distribution across Departments as at 30 June 2019								
Departments	TOTAL	Director	Asst Director / Section Head	Team Leader	Technical Officer	Officer / Customs Officer II	Customs Officer I / Support Officer II	Support Officer I
<b>Total staff in Compliance Departments</b>	<b>1,213</b>	<b>5</b>	<b>27</b>	<b>104</b>	<b>195</b>	<b>397</b>	<b>396</b>	<b>89</b>
<i>Customs</i>	<b>670</b>	<b>1</b>	<b>11</b>	<b>47</b>	<b>71</b>	<b>198</b>	<b>341*</b>	<b>1</b>
<i>Large Taxpayers</i>	<b>65</b>	<b>1</b>	<b>3</b>	<b>8</b>	<b>21</b>	<b>21</b>	<b>4</b>	<b>7</b>
<i>Medium &amp; Small Taxpayers</i>	<b>185</b>	<b>1</b>	<b>5</b>	<b>22</b>	<b>42</b>	<b>91</b>	<b>14</b>	<b>10</b>
<i>Operational Services</i>	<b>179</b>	<b>1</b>	<b>3</b>	<b>10</b>	<b>14</b>	<b>59</b>	<b>30</b>	<b>62</b>
<i>Fiscal Investigations</i>	<b>55</b>	<b>-</b>	<b>2</b>	<b>7</b>	<b>16</b>	<b>19</b>	<b>3</b>	<b>8</b>
<i>Objections, Appeals &amp; Dispute Resolutions</i>	<b>59</b>	<b>1</b>	<b>3</b>	<b>10</b>	<b>31</b>	<b>9</b>	<b>4</b>	<b>1</b>
Departments	TOTAL	Director-General / Director	Asst Director / Section Head	Team Leader	Technical Officer	Officer / Customs Officer II	Customs Officer I / Support Officer II	Support Officer I
<b>Total staff in Support Departments</b>	<b>245</b>	<b>6</b>	<b>8</b>	<b>21</b>	<b>47</b>	<b>41</b>	<b>28</b>	<b>94</b>
<i>Director-General's Office</i>	<b>4</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>1</b>	<b>1</b>
<i>Finance &amp; Administration</i>	<b>116</b>	<b>1</b>	<b>3</b>	<b>3</b>	<b>5</b>	<b>10</b>	<b>9</b>	<b>85</b>
<i>Information Systems</i>	<b>41</b>	<b>1</b>	<b>2</b>	<b>5</b>	<b>12</b>	<b>20</b>	<b>1</b>	<b>-</b>
<i>Legal Services</i>	<b>6</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>1</b>
<i>Human Resources &amp; Training*</i>	<b>25</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>4</b>	<b>3**</b>	<b>12</b>	<b>2</b>
<i>Taxpayers Educations &amp; Communication</i>	<b>13</b>	<b>-</b>	<b>1</b>	<b>-</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>3</b>
<i>Research Policy &amp; Planning</i>	<b>8</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>6</b>	<b>-</b>	<b>-</b>	<b>1</b>
<i>Internal Audit Division</i>	<b>17</b>	<b>1</b>	<b>-</b>	<b>4</b>	<b>7</b>	<b>4</b>	<b>1</b>	<b>-</b>
<i>Internal Affairs Division</i>	<b>15</b>	<b>1</b>	<b>-</b>	<b>3</b>	<b>8</b>	<b>-</b>	<b>2</b>	<b>1</b>
<b>TOTAL</b>	<b>1,458</b>	<b>11</b>	<b>35</b>	<b>125</b>	<b>242</b>	<b>438</b>	<b>424</b>	<b>183</b>

\* Includes 46 Trainee Customs Officers

\*\* Includes one Psychologist on Part-Time

### 14.1.3. Age & gender profile

Table 30: Age Distribution & Gender						
Age Group / Gender	As at 30 June 2018			As at 30 June 2019		
	Male	Female	Total	Male	Female	Total
Below 25	2		2	3	10	13
25 to below 35	175	258	433	190	275	465
35 to below 45	239	141	380	239	141	380
45 to below 55	207	107	314	213	125	338
55 and above	263	37	300	227	35	262
<b>Total</b>	<b>886</b>	<b>543</b>	<b>1,429</b>	<b>872</b>	<b>586</b>	<b>1,458</b>

Two key observations from Table 30 are as follows:-

- **Gender balance**

The female to male staff ratio in 2017 was 1:1.67 (i.e.; for every 100 females there were 167 males) but dropped to 1:1.49 in 2019 (i.e.; for every 100 females there were 149 males), which means that the gender gap has considerably narrowed. This gender gap has been narrowing over these past years as can be seen in Table 31.

Table 31: Gender Ratio		
Year	Male	Female
2016	1.76	1
2017	1.67	1
2018	1.63	1
2019	1.49	1

- **Age distribution**

- The highest proportion of the staff members as at 30 June 2019 were in the age group of 25 to 35 years (i.e.; 32%), then immediately followed by the next age group of 35 to 45 years (i.e.; 26%); and,
- The number of staff in the age group 55 and above continues to fall from 308 in 2017, to 300 in 2018 and 262 in 2019.

## 14.2. STAFF TURNOVER

### 14.2.1. Recruitment

Table 32: The recruitment and selection process	
Details	Number
Advertisements issued	5
Applications received	4,579
Candidates convened for written assessments	1,168
Candidates convened for interview	728

The status of the written assessment which is conducted under the supervision of the MRA is shown in Table 33.

Table 33: Written assessment conducted			
Post	Date of written assessment	Number of applications received	Number of candidates convened
Support Officer I	14 July 2018	3,027	878
Human Resource Assistant	20 August 2018	920	90
Technical Officer, HR	16 October 2018	197	22
Customs Officer II	27 April 2019	234	178

The number of post filled (both internally and externally) during the year 2018/19 is shown in Table 34.

Table 34: Posts filled during the year 2018-19					
Internal Recruits			External Recruits		
Posts	Grade	Number	Posts	Grade	Number
Section Head	Grade 6	2	Section Head	Grade 6	2
Team Leader	Grade 5	20	Attorney-at-Law	Grade 5	1
System Analyst	Grade 4	2	Legal Counsel	Grade 5	2
Technical Officer	Grade 4	20	Technical Officer	Grade 4	1
Human Resource Assistant	Grade 2	1	Trainee Customs Officer 1	Grade 2	41
Trainee Customs Officer I	Grade 2	5	Assistant Network / System Administrator	Grade 3	4
			Assistant System Analyst	Grade 3	6
			HR Assistant	Grade 2	2
			Support Officer 1	Grade 1	36
Total		50	Total		95

#### 14.2.2. Retirements, resignations and termination of contracts

During the course of the year:-

- 52 staff retired from their posts (i.e.; retirement on ground of age, marriage, illness & retirement to take employment in contractual post);
- 7 staff submitted their resignations;
- 4 staff member completed their contract; and,
- 3 staff members passed away.

The staff turnover ratio for the year 2018/19 was 0.55%, while in 2017/18 it was estimated at 1.04%.

### 14.3. STAFF DEVELOPMENT AND KNOWLEDGE MANAGEMENT

With a view of providing the staff members with the right balance of both technical and behavioural competencies, various tailor-made training and development programmes were implemented by the MRA during the course of the year. These are highlighted in Table 35.

Table 35: Training and development programmes	
Training types	Number
<b>Local Training</b>	<b>116</b>
<i>In-House</i>	70
<i>External</i>	46
<b>Overseas</b>	<b>148</b>
<i>Meeting/Workshops/Training</i>	110
<i>Missions</i>	36
<i>Scholarships</i>	2
<b>Total</b>	<b>264</b>

The total training contact hours, as measured in terms of man-days, devoted to the training and development of staff were **15,426**.

Likewise, the amount allocated and spent on training and development programmes are provided in Table 36.

Table 36: Training and development budget			
	Amount Allocated (Rs)	Amount Spent (Rs)	% Spent over allocated
Training Budget	5,850,000	5,677,970	97%
Mission Budget	4,750,000	4,591,488	97%

### 14.4. MEDICAL & GROUP PERSONAL ACCIDENT INSURANCE SCHEMES

#### (i) Membership status of staff and their families to Medical Scheme

As part of employee welfare, a Medical Insurance Scheme has been established for the benefit of MRA employees and their dependents since 01 November 2008. Under this scheme, the monthly premium of staff is subsidised to the tune of 70% while 30% is paid by staff. Staff also have the possibility of subscribing their dependents to the medical insurance scheme, provided that they contribute for the premium of their dependents in toto. All premiums are deducted from the staff salary on a monthly basis.

Presently, the Medical Insurance Scheme caters for the following benefits:

#### Overall In-patient Treatment

- Confinement
- Congenital Benefits
- Infertility Treatment

**Overall outpatient Treatment**

- Consultations
- Medicines
- Chronic
- Procedures
- Dentistry
- Optometry

As at June 2019, 1,299 MRA staff were subscribed to the scheme while the number of adults and children dependents were 317 and 399, respectively.

**(ii) Group Personal Accident**

The Group Personal Accident Insurance Scheme provides protection to MRA employees and/or their families in the event of disability or death resulting from an accident. 24 claims have been made by staff who have benefitted from a total amount of Rs 558,626.21 for the last financial year 2017-18.

**14.5. EMPLOYMENT RELATIONS****14.5.1. Salary review and conditions of service**

The Management initiated in February 2018 a “Collective Bargaining Exercise” with the Staff Association and same was completed a year later where an agreement was reached on the revised terms and conditions of service.

**14.5.2. Other initiatives**

Payment of unutilised sick leave was effected to eligible staff in March 2019 and Performance bonus was paid in January 2019 to certain staff who have significantly contributed to the achievement of their respective Department.

**14.6. WELFARE ACTIVITIES**

The MRA encourages its staff to participate in the various sports activities which are organised every year by the Fédération Mauricienne des Sports Corporatifs (FMSC) and by the MRA itself. The activities held and the outcomes thereof are shown in Table 37.

Table 37: Sport events

Events	Date held	Number of MRA participants	Outcome
<b>External - FMSC</b>			
Cross Country	08 July 2018	7	MRA awarded 4 medals (1 Gold + 3 silver) and a trophy for Best Team
Football Premier League	March 2018 - July 2018	25	MRA Team ended the competition at the 3 <sup>rd</sup> place & was awarded with Bronze medals & a Trophy
Badminton Championship	22 July 2018	15	The Team won 3 Gold + 2 Silver + 6 Bronze + 7 Trophies
Swimming Competition	30 September 2018	10	Awarded with 4 Gold + 2 Silver + 8 Bronze & Trophies
Pool Tournament	14 October 2018	5	The MRA Team was qualified up to the 2 <sup>nd</sup> Round of the Tournament
Athletics Meet	08 & 11 November 2018	18	MRA won 1 Gold + 1 Silver + 2 Bronze Medals & Trophies
Football Premier League	May/June 2019	25	MRA Team ended the competition at the 5 <sup>th</sup> Place
Cross Country	30 June 2019	11	MRA won 1 Silver Medal & rewarded with 2 Trophies in Men & Women Categories, respectively for 2 <sup>nd</sup> Best Team in the Competition
<b>Internal activities</b>			
Internal Football Festival / Wellness Programme (Sports Activities & Fun Games)	17 November 2018	Around 300 staff + their Family Members	Winners were awarded with Medals & Trophies
Internal Domino Tournament	01 December 2018	Around 150 staff	Medals & Trophies were awarded to winners at the 1 <sup>st</sup> , 2 <sup>nd</sup> & 3 <sup>rd</sup> place



## 14.7. SAFETY AND HEALTH POLICY

### (i) Sensitisation and awareness campaigns

Table 38: Sensitisation and awareness campaigns	
Awareness Campaign	Date
Sensitisation on Seasonal Flu	02 July 2018
Vaccination against Measles Virus	14 & 17 August 2018
Sensitisation campaign on Fire Safety	20 & 21 March 2019
Vaccination against Seasonal Flu	<ul style="list-style-type: none"> <li>• 29 &amp; 31 May 2019</li> <li>• 10 June 2019</li> </ul>
Briefing of Fire Wardens	<ul style="list-style-type: none"> <li>• Ehram Court : 13 Nov 2018</li> <li>• Belfort Tower : 26 Nov 2018</li> <li>• Lux Shed : 19 Dec 2018</li> <li>• Custom House : 26 Apr 2019</li> </ul>
Refresher First Aid Course	March 2019

### (ii) Fire drills

Table 39: Fire drills	
Fire Drill	Date
Belfort Tower	12 December 2018
Lux Shed	19 December 2018
Ehram Court	21 February 2019
Custom House	29 May 2019

### (iii) Other facilities provided to the staff members

Table 40: First Aid & Other Facilities
Review of Fire Certificate at Ehram Court by Government Fire Services
Preparing an Occupational Safety & Health e-learning module
A Risk Assessment has been conducted for homeworking project
Staff working in outposts were provided with Personal Protective Equipment (PPE)
Ergonomic chairs were provided to staff at Ehram Court and Custom House
Processing of Group Personal Accident Scheme claims
Provision of Dosimeters to staff working in Scanning Units
Medical check-up for staff working in Scanning Units
Provision of office to Customs Officers at new exit gates
Making Safety & Health recommendations for new outposts
The Ministry of Health & Quality of Life (MOHQL) has carried out a survey and pest control treatments at Custom House

#### 14.8. OTHER INITIATIVES

Various staff welfare activities were organised during the year, namely:-

- Holding of the End of Year Get Together in December 2019,
- Opportunity given to participate in several sports activities like football, badminton, volleyball, swimming etc.
- Health & safety measures such as sensitisation campaign on the 'Prevention of Plague', 'Healthy Lifestyle' and 'Seasonal Flu' were organised



*Blood Donation*



*CSR activities by the MRA Staff*



*End-of-Year Get Together*



*Winners of Football Festival*





*Welfare activities*



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