

# **Human Resource Management and Remuneration Committee**

## **Mauritius Revenue Authority (MRA)**

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### **1. Purpose**

The Human Resource Management and Remuneration Committee is a standing committee of the MRA Board established to provide oversight and advice on human resource policies, organizational structure, staff development, remuneration, staff integrity and performance management systems. The Committee ensures that human capital strategies are aligned with the strategic objectives of the Authority and conform to best practices in governance and compliance.

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### **2. Objectives**

The key objectives of the Committee are to:

- Ensure effective human resource planning, recruitment, and retention.
  - Ensure effective staff integrity management framework.
  - Oversee the development and implementation of fair and competitive remuneration and benefits policies.
  - Review and advise on performance management systems and staff appraisal mechanisms.
  - Promote best practices in human capital development, succession planning, and employee engagement.
  - Ensure compliance with applicable labor laws, regulations, and public service guidelines.
  - Advise on strategies for building a high-performing, ethical, and motivated workforce.
  - Ensure good employer-employee relations
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### **3. Composition**

- The Committee shall comprise 3 Board members, appointed by the Chairperson of the Board.
  - The Chairperson of the Committee shall be appointed by the Chairperson of the Board.
  - The Director General and Director Human Resources may attend meetings in attendance, except where matters concern their own remuneration or performance.
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### **4. Responsibilities of the Committee:**

#### **A. Human Resource Management**

- Review and recommend HR policies and procedures for Board approval.
- Oversee recruitment, promotion, and disciplinary processes for senior management.
- Review and monitor succession planning and leadership development programs.
- Assess organizational design, manpower planning, and workforce deployment.

#### **B. Remuneration and Benefits**

- Recommend remuneration structures, salary scales, allowances, and benefits for all categories of staff, including management.
- Benchmark compensation packages against industry and public sector standards.
- Oversee the administration of incentive schemes, bonuses, and rewards.
- Ensure equity, transparency, and fiscal responsibility in remuneration decisions.

#### **C. Performance Management**

- Monitor implementation of performance appraisal systems.

- Review annual performance evaluations for Directors, Assistant Directors and Section Heads and recommend renewal of contracts to the Board.
- Recommend performance-based pay or recognition programs.

#### **D. Integrity Management**

- Promote a strong culture of ethics, integrity, and accountability for MRA employees.
- Oversee the implementation of the Code of Ethics for employees.
- Monitor the ethical conduct of MRA employees.
- Ensure appropriate actions taken in cases of integrity breach.

#### **E. Compliance and Ethics**

- Ensure compliance with labour laws, collective agreements, and applicable regulations.
- Promote a culture of ethics, equity, and fairness in all HR practices.
- Monitor workforce-related risks, including disputes, turnover, and grievances.

#### **F. Staff Welfare and Industrial Relations**

- Promote employee well-being and a healthy workplace culture.
- Monitor staff grievances, disciplinary processes, and industrial relations issues.
- Ensure systems are in place for effective staff engagement and communication.

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### **5. Meetings**

- The Committee shall meet at least quarterly, with additional meetings as required.
- A quorum shall be a majority of the members.
- Committee meetings may be physical or virtual.

- The Committee may invite internal or external advisors as necessary.
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## **6. Reporting and Accountability**

- The Committee shall report its deliberations and recommendations to the Board after each meeting.
  - The Committee shall submit an annual report summarizing its activities, key decisions, and outcomes.
  - The Committee shall support the Board in ensuring transparency and accountability in human resource governance.
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## **7. Confidentiality and Conflict of Interest**

- All members shall maintain confidentiality of information received or discussed in the course of their duties.
  - Members must disclose any actual or perceived conflicts of interest and recuse themselves where appropriate.
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## **8. Review of Terms of Reference**

These Terms of Reference shall be reviewed annually, or earlier if necessary, to ensure continued relevance and alignment with organizational needs and regulatory requirements.

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