

## OUR PEOPLE: COMMITTED TO STAFF DEVELOPMENT

We live in the digital era. As a forward-looking organisation, the MRA has constantly devoted an increasing portion of its capital expenditure to ICT infrastructure enhancement thereby meeting one of the very important pre-requisites for a modern revenue organisation.

The MRA still believes, however, that it is people that run systems and that the best ICT infrastructures with the most sophisticated software are simply dumb machines without an intelligent, hardworking and highly motivated personnel. Continuous efforts were, thus, devoted to staff planning, taking on board not only the organisation's revenue and service delivery objectives but equally a number of important HR considerations such as a good working environment, career development and training as well as leisure and welfare.

During 2011, therefore, one of the MRA's priorities was the continued effort to build a workforce of competent and committed people.

### 8.1. HUMAN RESOURCES PROFILE

The profile of the MRA workforce is further detailed in the forthcoming sections.

#### 8.1.1. Establishment

As at 31 December 2011, the MRA had an establishment of 1,183 staff in post. This represents 91% of the critical requirements of 1,306 posts.

Grade 1 (Support Officer 1) to Grade 5 (Team Leader) are on permanent and pensionable posts, whereas Grade 6 (Assistant Director/Section Head) and above are on fixed-term renewable contracts.

**Table 17: Human resource structure as at December 2011**

Grade	Job Title	Number of employees
		In post as at December 2011
-	Director-General	1
7	Director	9
6	Assistant Director/Section Head	29
5	Team Leader	101
4	Technical Officer	247
3	Officer/Custom Officer 2	338
2	Custom Officer 1/Support Officer 2	331
1	Support Officer 1	127
<b>Total</b>		<b>1,183</b>

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### 8.1.2. Age & gender profile

The workforce profile segmented by age and gender is provided in Table 18.

Table 18: Workforce profile by age & gender as at December 2011			
Age group	Male	Female	Total
Below 25	9	6	15
25 to below 35	190	99	289
35 to below 45	229	152	381
45 to below 55	238	48	286
55 and over	187	25	212
<b>Total</b>	<b>853</b>	<b>330</b>	<b>1,183</b>

Most of the staff members serving in the various departments/sections were in the age group of 35 to below 45 years. The ratio of female to male officers was 1:2.58.

### 8.2. RECRUITMENT

The recruitment of key personnel in scarce areas is an essential element of the MRA's human resource strategy. New recruits bring in new experience and ideas that can only benefit the organisation over the short and medium term. 56 posts were filled as follows:

- 17 people (external) were offered employment at the MRA;
- 39 MRA officers were appointed to higher positions.

The various posts filled during the year were:

- Section Head , Customs
- Team Leader , Customs
- Team Leader, Compliance Department
- Technical Officer, Compliance Department
- Technical Officer, Internal Affairs
- Technical Finance Officer
- Officer, Compliance Department
- Officer, Internal Audit
- Officer, Internal Affairs
- Health and Safety Officer

- Assistant System Analyst
- Assistant Network System Administrator
- Support Officer 1 (Technical)
- Receptionist
- Driver.

### 8.3. STAFF DEVELOPMENT AND KNOWLEDGE MANAGEMENT

As in previous years, the MRA invested significantly in staff development in order to continuously enhance knowledge and competencies for improved work performance.

During 2011, MRA staff benefited from 212 training and development programmes, details of which are listed below:

Table 19: Training and development programmes	
Training types	Number
<b>Local Training</b>	<b>92</b>
<i>In-house</i>	49
<i>External</i>	43
<b>Overseas</b>	<b>120</b>
<i>Workshops</i>	85
<i>Meetings / missions</i>	35
<b>Total</b>	<b>212</b>

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An amount of around Rs 8.4 million was spent on training/seminars/conferences from January to December 2011, with some 5,710 man days devoted to training and development.

Major training courses/workshops/conferences organised by the MRA during the year, with the assistance of international organisations and external resource persons, included:

- (i) WCO-ESA Regional Meeting from 16 to 20 May 2011;
- (ii) Hosting of 1<sup>st</sup> ATAF General Assembly from 25 to 27 July 2011;
- (iii) Valuation Refresher Workshop on 5 October 2011;
- (iv) Presentation on Leadership, Self Leadership and Self Leadership Management on 28 October 2011;
- (v) Updates on International Financial Reporting Standards from 12 to 13 December 2011;
- (vi) Seminar on Organisation and Management of Tax Administrations from 29 August to 2 September 2011;
- (vii) Workshop on Interviewing Techniques and Skills;
- (viii) Customer Care;
- (ix) Physical Training for Customs Officers;
- (x) Training on Ethics and Integrity Management; and,
- (xi) Workshop on Conflict Management and Mediation Techniques.

### 8.4. MODERNISING HR PROCESSES

2011 was also marked by the successful implementation of an **Electronic Attendance System (EAS)** at the Custom House in Mer Rouge. This system has been operational for MRA officers working at MRA Headquarters since 2009. The Human Resources and

Training Department is now in a position to monitor electronically the attendance of MRA officers both at Eham Court and Custom House. Electronic attendance is a pre-requisite for the operation of the flexitime attendance scheme which became fully operational in 2011.

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

In 2011, the MRA entered into an agreement with British American Insurance Co (Mtius) Ltd for the operation of a medical scheme for its staff. Under the terms of the new scheme, the MRA contributes 70% of the premium payable and the remaining 30% is paid by the officer joining the scheme. The total membership, as at December 2011, stood at 1,616 inclusive of staff spouses (280) and children (303).

The Group Personal Accident Insurance Scheme was also renewed with Swan Insurance Co. Ltd to provide insurance coverage in case of accidents, during occupational and non-occupational hours, and both locally and worldwide.

### 8.6. CORPORATE SOCIAL RESPONSIBILITY

As part of its social responsibility, the MRA has been involved in the following projects/activities:

- Participation in the National Empowerment Foundation Programme by offering training opportunities to 29 unemployed degree/diploma holders;
- Collaborating with tertiary institutions (UOM, UTM, Swami Dayanand Institute of Management etc) for training placement of students; and,
- Enlistment of 3 batches of Lower Sixth students (total 54) for work placement at the MRA in collaboration with the HRDC.

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### 8.7. PERFORMANCE APPRAISAL

A performance appraisal exercise is conducted twice during the year. An interim performance review is conducted in July in respect of performance for the first six months of the year. The annual performance review is conducted in January every year in respect of performance during the preceding 12 months.

The performance appraisal system determines payment of annual increments to MRA staff. It is also used in rewarding excellent performance, through the award of a performance bonus. In 2011, 39 staff members were paid a performance bonus equivalent to 50% of their monthly salary.

### 8.8. EMPLOYMENT RELATIONS

To create a sound working environment for staff members, a monthly meeting is held with the Mauritius Revenue Authority Staff Association (MRASA) to review the situation of staff at the MRA.

Moreover, the services of Mr B Appanah of BCA Consulting was enlisted to carry out a salary review exercise at the MRA. His terms of reference & scope of services were to:

- review the pay structure of the different grades at the MRA, considering the market competitiveness and other factors, as may be appropriate ;
- design and produce the revised salary scales and conversion tables;
- assess the financial implications of the proposed salary scales & new salaries to be offered; and,
- make such recommendations, as may be appropriate, to the Director-General.

As per the recommendations of the consultant, a new salary structure was approved by the MRA Board in December 2011. The salary increase, as proposed, took effect as from July 2011. It provided, *inter alia*, for an

average increase in salary of around 21% for the various grades of officers.

### 8.9. WELFARE ACTIVITIES

The MRA strives to provide a conducive work-leisure balance that helps staff to balance their work and personal and family needs. In this respect, the MRA is affiliated with the *Fédération Mauriciennne des Sports Corporatifs* (FMSC) which enables various MRA teams to participate in sports events. In addition, during 2011, a wide range of recreational, social and sporting activities were organised to promote staff well-being, healthy lifestyle and camaraderie. Table 20 summarises some major sports events carried out during 2011.



*Winners of the Domino tournament*

**Table 20: Sport Events**

Events	Date held	No. of Participants
Football	16 April & 9 May 2011	11
Volleyball	29 April 2011	12
Football	18 Jun 2011	10
Badminton	1 & 2 July 2011	18
Beach soccer	27 & 28 August 2011	10
Billiards	9, 10 and 11 Sept 2011	6

The MRA won 3 bronze, 1 gold and 1 silver medals and 2 trophies following its participation in the above sporting events.



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### 8.10. AWARDS

*During 2011, the MRA was awarded two excellence awards:*

- (a) ICT Award 2011 organised by the Ministry of Information and Communication Technology.**

The MRA was awarded the Best Public Sector Organisation Award for adopting ICT to significantly enhance service delivery to the public at large.



*Public Sector ICT Excellence Award 2011*

- (b) HR Excellence Award organised by the Human Resource Development Council (HRDC).**

The MRA was nominated in all seven fields for HR Excellence and was awarded the Special Jury HR Excellence Award and the Award for Commitment to Strategic Human Resources Management.



*Special Jury HR Excellence Award*