

## 10. RECRUITMENT, PROMOTION AND RETENTION

### RECRUITMENT

- 10.1 Recruitment is entrusted upon four different central recruiting bodies in the Public Sector depending on the occupational class/fields. The Public Service Commission (PSC) and the Disciplined Forces Service Commission (DFSC), which have been established under the Constitution, are responsible for recruitment in the Civil Service. Whereas, recruitment in the legal field is carried out by the Judicial and Legal Service Commission (JLSC), while in the Local Authorities i.e Municipal and District Councils, this task is incumbent on the Local Government Service Commission (LGSC). As regards Parastatal and other Statutory Bodies (PSBs), such powers are vested in their respective Board as provided statutorily.
- 10.2 The objectives of the Commissions are, *inter alia*, to:
- (i) identify and appoint qualified persons with the drive, skills and attitude for efficient performance;
  - (ii) safeguard the impartiality and integrity of appointments and promotions in the Public Service and ensure that these are based on merit; and
  - (iii) take disciplinary action with a view to maintaining ethical standards and safeguarding public confidence in the Public Service.

### Civil Service Competency Framework

- 10.3 The success of the Public Service depends on its ability to optimise on its employees' capabilities and performance to ensure efficiency and effectiveness in the delivery of services. Currently, there is a tendency to lay more emphasis on qualifications and length of service while paying little attention to the competencies demonstrated in job performance. To address this issue and to ensure consistent high standards which could be used for the purpose of recruitment, recommendations were made in the last Report for the Ministry of Public Service and Administrative Reforms (MPSAR) to design a Civil Service Competency Framework.
- 10.4 Such a Framework would set out how public officers are expected to work, acting as a guidance in identifying, managing, developing and harnessing competencies required for the execution of tasks, and would be geared towards entrenching of behavioural attributes required of all public officers.
- 10.5 During consultations, the MPSAR apprised that the Framework concerned has not been developed given that core competencies form an integral part of a scheme of service and are already included in the Handbook for Drafting of Schemes of Service. The Bureau was also informed that during the recruitment process, candidates are assessed based on their skills/competencies, the onus of which, rests on recruiting bodies. Hence, the MPSAR requested for

organisations responsible for recruitment to be included in the design of the Framework.

- 10.6 The Bureau however holds that a Civil Service Competency Framework is broader than components included in schemes of service and should outline individual as well as organisational competencies, designed to focus on ability and capability of public officers. Hence, it should be developed in such a way so as to take into account elements of public sector reforms as well as Performance Management System. Since this provision has reportedly not yet been fully implemented, we are reiterating same.

### Recommendation 1

- 10.7 **We recommend that the MPSAR, in consultation with recruiting bodies, should devise a Civil Service Competency Framework that supports the Public Sector Reforms Initiatives and the Performance Management System. The Framework should focus as much on behaviour as on skills so as to ensure consistent high standards which could be used for recruitment purposes.**

### Human Resource Planning

- 10.8 Human Resource Planning (HRP) is an essential continuous process that links the human resource needs of an organisation to its strategic plan to ensure that staffing is sufficient, qualified and competent enough to achieve the organisation's objectives. Such exercise ensures that an organisation obtains the quality and quantity of staff it requires; makes optimum use of its human resources; anticipates and manages surpluses and shortages of staff; and develops a multi-skilled representative and flexible workforce, which enables the organisation to adapt rapidly to a changing operational environment.
- 10.9 It has been noted that though specific provisions were made in past Reports for organisations to carry out an HRP exercise, same has not been implemented in some Ministries/Departments/Organisations, while a few others carried out the exercise whenever necessary. Consequently, numerous representations were received mainly from Union members concerning the need for additional staff and filling of vacant positions. Moreover, during consultations, the Bureau has been apprised that the acute shortage of staff in certain grades is adversely impacting the efficiency, timeliness and overall quality of service delivery in organisations. Several requests were also received for creation of additional higher levels though the lower levels were still vacant. In a few other organisations, Management had recourse to long assignment of duties for vacant positions. Additionally, Federations/Unions represented that HR staff often lack the experience and skills to conduct HRP, which hinders the proper conduct of the exercise.

- 10.10 While examining the issue, it was observed that in most organisations, high vacancy rates may not necessarily reflect recruitment and retention problems. In the majority of cases, positions have remained unfilled due to a delay in prescription of schemes of service. **Recommendations related thereto have been made under the Chapter Review of Schemes of Service and Qualifications of this Volume.**
- 10.11 Taking into consideration that the objective of the HRP is to ensure that manpower requirements are aligned with the prevailing workload and that all vacant positions are filled within a reasonable timeframe, we are maintaining same while including a specific provision.

## **Recommendation 2**

- 10.12 **We recommend that the MPSAR should ensure that organisations mandatorily carry out an HRP exercise so that they can address their HR requirements. In carrying out the exercise, organisations should:**
- (i) **assess the HR requirements that will be needed to deliver the operational objectives in the organisation's strategic plan;**
  - (ii) **assess the organisation's existing HR capacity; and**
  - (iii) **devise a plan on how to fill the gap between the existing HR capacity and the future HR requirements within the financial resources available.**
- 10.13 **We also recommend that it should be mandatory for officers of the HR Cadre in all public sector organisations to carry out an HRP exercise to determine the appropriate establishment size of their respective organisation for better accountability, effectiveness and efficiency.**
- 10.14 **We further recommend that organisations, while carrying out the HRP exercise, should include an assessment of the speed and efficiency of recruitment processes using appropriate metrics, such as the average time taken from the date of advertisement until the date of filling of vacancies.**
- 10.15 **We additionally recommend that the MPSAR should mount training courses in relevant skills required to carry out HRP for HR staff. Their HR Planning capacity could be set as an additional KPI to assess their performance.**

## **Age Limit for Entry**

- 10.16 The age limit for entry into the Public Service was 40 years while that for employees of the Workmen's Group was 48 years. In its Circular Letter No. 46 of 2022, the MPSAR pointed out that the prevailing age requirement has been a hindrance for recruitment of qualified candidates under the age of 40 years for certain posts which required a particular qualification obtainable after

several years of study and post-qualification experience. Hence, with a view not depriving the Public Sector from availing of the services of high calibre and experienced professionals, the age limit for entry in the Public Service was reviewed.

### Recommendation 3

**10.17 We recommend that the minimum age of entry to the Public Service should be 18 years except where otherwise stated by a provision in the scheme of service.**

**10.18 We also recommend that the age limit for entry into the Public Service should be:**

- (i) 50 years for grades requiring a post graduate degree together with years of post-qualification experience as core qualification;**
- (ii) 45 years for all other grades, except for the Workmen's Group; and**
- (iii) 48 years for employees of the Workmen's Group.**

### PROMOTION

**10.19 Promotion is classified as either "class-to-class" or "grade-to-grade" as per the following broad definitions:**

- (i) "class-to-class promotion" means promotion to a rank which entails greater responsibilities of a **different nature** to those previously undertaken and performed; and**
- (ii) "grade-to-grade promotion" means promotion to a higher grade in the **same hierarchy** which entails greater responsibilities of the **same nature** to those previously undertaken and performed.**

**10.20 In previous PRB Reports, a framework has been provided as a guideline for determining promotion procedures. It is worth pointing out that this framework is optional as the mode of appointment is subject to the job requirements as well as the specificity of the organisation.**

**10.21 The present provisions are still effective and same should continue to prevail.**

### Recommendation 4

**10.22 We recommend that:**

- (i) "class-to-class promotion" should continue to be invariably made on the basis of selection; and**
- (ii) "grade-to-grade promotion" should continue to be determined on a case-to-case basis with the mode of promotion explicitly stated in the relevant schemes of service.**

- 10.23 We also recommend that the framework at Annex A to this Chapter should continue to serve as guidelines for determining promotion procedures.**

### **Reporting System for Promotion**

#### **Recommendation 5**

- 10.24 We recommend that the “Report on Fitness for Promotion” should continue to be the sole basis used for promotion purposes.**

#### **Effective Date of Grade-to Grade Promotion**

- 10.25** After consulting relevant stakeholders and to address implementation issues, recommendations were made in previous PRB Reports for the date of assumption of duty to be the effective date of grade-to-grade promotion.
- 10.26** For this review, the MPSAR requested for the inclusion of an additional criterion in cases where the effective date of promotion should be the date of vacancy or the date on which officers in their respective batch have been promoted for seniority purposes. The views of the PSC were sought thereon and the Bureau was informed that no case other than those already listed, have been received for consideration for promotion. Moreover, it is considered that adding another criterion may trigger further implementation issues.
- 10.27** All representations have been examined and we consider that the current provisions are appropriate.

#### **Recommendation 6**

- 10.28 We recommend that the effective date of grade-to-grade promotion should be the date of assumption of duty.**
- 10.29 We also recommend that the effective date of promotion in respect of cases mentioned below should be the date of vacancy or the date on which officers in their respective batch have been promoted for seniority purposes while for pay purposes, it should be the date of assumption of duty:**
- (i) officers under interdiction and subsequently reinstated on being cleared of charges against them;**
  - (ii) officers who are under report (involved in Police cases) and for whom vacancies have been reserved pending finalisation of their cases and cases against them have eventually been dismissed;**
  - (iii) (a) officers on scholarship abroad with the approval of the Commission; and**
    - (b) officers selected for open scholarship and who are subsequently granted leave with full pay to follow the course; and**

**(iv) officers on leave without pay subject to provisions of PSC Circular No 4 of 1977.**

## RETENTION

10.30 Once recruited, employees should be adequately and continuously motivated so that the organisation does not face a staff shortage in the long term. Employee retention refers to an organisation's ability to retain its employees and ensure sustainability.

10.31 For the Civil Service, it has been observed that for almost every post advertised, there is an excess supply of over-qualified candidates. Consequently, a high rate of turnover is recorded whenever these candidates are appointed in other grades of their choice. This has become a normal phenomenon where officers prefer to move to posts with higher pay or one that is more suitable as per their qualifications held.

10.32 The four broad categories of measures used in the Public Sector to enable organisations tackle recruitment and retention problems so far are as follows:

<b>Employment Practices</b>	<ul style="list-style-type: none"> <li>• Employment on contract and alternative modes of employment.</li> <li>• Employment on consultancy basis.</li> <li>• Employment on sessional basis.</li> <li>• Recourse to "Bank Schemes" of in-service and/or retired officers.</li> <li>• Employment on a month-to-month basis further to delegation of powers by the PSC.</li> <li>• Continuation of service beyond compulsory retiring age in highly specialised areas.</li> </ul>
<b>Training Schemes</b>	<ul style="list-style-type: none"> <li>• Sponsoring new recruits to follow courses in very scarce areas.</li> <li>• Mounting of appropriate courses locally.</li> <li>• Recruitment under cadetship/ traineeship schemes.</li> <li>• Reduction in the cost of training fees.</li> </ul>
<b>Organisational Remedies</b>	<ul style="list-style-type: none"> <li>• Redistribution of duties to officers/staff in post.</li> <li>• Rendering schemes of service more flexible by widening scope of recruitment.</li> <li>• Waiving of age limit.</li> <li>• Reviewing and enlarging qualifications requirement.</li> <li>• Reducing training period wherever and to the extent possible.</li> <li>• Assigning duties to less qualified but experienced officers.</li> <li>• Giving special consideration to officers who have performed the duties of the grade.</li> </ul>
<b>Reward Strategies</b>	<ul style="list-style-type: none"> <li>• Improvement of career structures to enhance the scope of promotion.</li> <li>• Negotiable point of entry in salary scales.</li> </ul>

	<ul style="list-style-type: none"> <li>• Grant of non-pensionable allowance.</li> <li>• Grant of privilege of private practice as a joining-in inducement, subject to certain conditions.</li> <li>• Grant of enhanced fringe benefits.</li> <li>• Grant of allowances for performing additional duties.</li> <li>• Grant of a Retention Allowance as a retention measure in specific sectors up to a certain period.</li> </ul>
--	--

- 10.33 During consultations, Federations apprised that job security in the Public Sector is no longer a predominant factor to attract potential candidates thereto and proposals were made for the Bureau to come up with new forms of fringe benefits. Similarly, Unions representing specific grades pointed out that there is a problem of staff turnover in certain areas. Such problems have been captured in our survey on Recruitment and Retention problems in the Public Sector. The findings thereof are discussed in the ensuing paragraphs.

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

- 10.34 A Survey was carried out across the Public Sector on recruitment and retention problems being faced by organisations. In that respect, a survey questionnaire was issued in December 2024 to Heads of Ministries/ Departments, Parastatal and other Statutory Bodies, Local Authorities and the Rodrigues Regional Assembly. Data were collected for the years 2020 to 2024. A few questionnaires were also received well after the set deadline (January 2025) up to September 2025.
- 10.35 For this Report, the information requested in the survey questionnaire were classified separately into grades recruited from (i) outside candidates; (ii) serving officers; and (iii) both outside and serving officers.
- 10.36 The response rate for the Civil Service was 62.35% while 66.93% and 58.33% have been recorded for the Parastatal and other Statutory Bodies and Local Authorities respectively. On the other hand, no response was received from the Rodrigues Regional Assembly. Additionally, despite organisations were requested to submit a nil return though they were not facing any recruitment or retention issues, a few did not reply to the survey. It is, hence, assumed that these organisations are not encountering such problems.

### **Observations**

- 10.37 The aim of the Survey was to identify recruitment problems in posts advertised by relevant organisations. However, almost all the respondents reported the list of all posts advertised by their respective Ministry/Department/Organisation from 2020 to 2024, irrespective of any recruitment impediment encountered. Consequently, a large amount of data had to be scrutinised to identify those where there are effective recruitment and retention problems. Moreover, a significant number of questionnaires comprised inaccurate or incomplete

information, such as void columns or erroneous figures, which consequently could not be taken on board.

- 10.38 Moreover, as per a few survey questionnaires, some grades were reported to be vacant for years 2020 to 2023 but no information was provided for year 2024 or details on whether the relevant grades have been filled or not. In such cases, most of these grades could not be included in our analysis.
- 10.39 The Survey findings have been broadly compared with those collected in the context of the last Report and we observed that several grades with high vacancy rates at that point in time have not been included in this survey. Furthermore, it has also been noted that grades which registered 100% vacancy rates may not necessarily imply recruitment and retention issues. As highlighted in previous Reports, this figure occurs mainly where the establishment size of the grade is very small. Furthermore, a perusal of the grades shortlisted indicates that mostly grades filled from outside candidates are vacant. For those grades recruited from serving officers as well as both serving and outside candidates, the extent of the recruitment problem is lesser.
- 10.40 Annex B to this Chapter provides further details on the Survey as well as information submitted by organisations on vacancies which have occurred thereat.

## Findings

- 10.41 For the purpose of this survey, both entry and promotional entry grades which require professional or technical qualifications whereby a vacancy rate above 20% have been reported have been considered. The findings are tabulated as follows: -

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

Ministry/ Department	Mode of Recruitment	Grade	Establishment Size as at December 2024	Number of Vacant Post	Vacancy Rate (%) as at December 2024
Attorney- General's Office	Outside Candidates	Regulatory Officer	1	1	100
Ministry of Financial Services and Economic Planning	Outside Candidates	Director, Financial Services	1	1	100
Ministry of Education and Human Resource	Serving Officers	Educator (Special Education Needs)	47	18	38



Ministry/ Department	Mode of Recruitment	Grade	Establishment Size as at December 2024	Number of Vacant Post	Vacancy Rate (%) as at December 2024
Government Information Service	Outside Candidates	Publicity/ Documentation Officer	3	3	100
Department of Civil Aviation	Outside Candidates	Aviation Security Officer	45	16	36
Mauritius Meteorological Services	Outside Candidates	Trainee Meteorological Telecommunications Technician (on shift)	15	15	100
Ministry of National Infrastructure	Outside Candidate	Geologist (Vacant since 2022) Post is unfunded	1	1	100
	Both Outside Candidates and Serving Officers	Coach Painter	8	2	25
Ministry of Environment, Solid Waste Management and Climate Change	Outside Candidates	Project Officer/Senior Project Officer (Department of Waste Management and Resource Recovery) <i>formerly Project Officer/Senior Project Officer (Solid Waste Management Division)</i>	10	3	30
Ministry of Land Transport	Outside Candidates	Light Rail Inspector (on roster)	2	2	100
Valuation Department	Both Outside Candidates and Serving Officers	Government Valuer	19	9	47
Ministry of Housing and Lands	Both Outside Candidates and Serving Officers	Land Surveyor <i>formerly Surveyor</i>	52	19	37
Government Printing Department	Both Outside Candidates and Serving Officers	Print Finishing/Book Binding Operator (Roster)	123	36	29

**Table II – Vacancy Rate of Grades requiring Degree/Professional/Technical Qualifications in the Parastatal and other Statutory Bodies**

Organisation	Mode of Recruitment	Grade	Establishment Size as at December 2024	Number of Vacant posts as at December 2024	Vacancy Rate (%) as at December 2024
Financial Reporting Council	Outside Candidates	Technical Officer	7	6	85.7
	Outside Candidates	Financial Operations Officer	1	1	100
	Outside Candidates	Management Support Officer	6	5	83.3
Human Resource Development Council	Outside Candidates	Procurement and Supply Officer/Senior Procurement and Supply Officer	1	1	100
Mauritius Institute of Health	Outside Candidates	Training Manager	5	5	100
National Transport Corporation	Outside Candidates	Chief Engineer	1	1	100
	Outside Candidates	Mechanical Engineer/Senior Mechanical Engineer	1	1	100
	Outside Candidates	Accountant/Senior Accountant	1	1	100
	Outside Candidates	Procurement and Supply Manager	1	1	100
	Outside Candidates	Administrative Manager	1	1	100
	Outside Candidates	IT Support Officer	5	5	100
Mauritius Film Development Corporation	Outside Candidates	Audiovisual Officer	1	1	100
Rajiv Gandhi Science Centre Trust Fund	Outside Candidates	Clerk/Word Processing Operator	6	6	100
	Outside Candidates	Exhibition Assistant	2	1	50
Chagossian Welfare Fund	Outside Candidates	Management Support Officer	1	1	100
Agricultural Marketing Board	Outside Candidates	Clerk/Word Processing Operator	3	3	100

Organisation	Mode of Recruitment	Grade	Establishment Size as at December 2024	Number of Vacant posts as at December 2024	Vacancy Rate (%) as at December 2024
University of Technology, Mauritius	Outside Candidates	Maintenance Officer	1	1	100
Mauritius Institute of Education	Both Outside Candidates and Serving Officers	Human Resource Management Officer	1	1	100
	Both Outside Candidates and Serving Officers	Lecturer (Economics)	2	1	50
	Both Outside Candidates and Serving Officers	Professor	3	1	33
	Both Outside Candidates and Serving Officers	Principal Financial Operations Officer	2	1	50
Central Water Authority	Outside Candidates	Assistant Procurement and Supply Officer	11	5	45.5
	Outside Candidates	Human Resource Manager	1	1	100
Mahatma Gandhi Institute	Outside Candidates	Technician Sound	1	1	100
	Outside Candidates	Technician Light	1	1	100
	Outside Candidates	Word Processing Operator (Marathi)	1	1	100
Rabindranath Tagore Institute	Outside Candidates	Administrative Officer	2	1	50
Food and Agricultural Research and Extension Institute	Outside Candidates	Internal Auditor/Senior Internal Auditor	1	1	100
University of Mauritius	Outside Candidates	Technical Assistant/Senior Technical Assistant	48	17	35.4
	Serving Officers	Lecturer (Civil Engineering)	3	2	66.6
Small Farmers Welfare Fund	Outside Candidates	Welfare Assistant	9	3	33.3
	Outside Candidates	Assistant Procurement and Supply Officer	1	1	100

Organisation	Mode of Recruitment	Grade	Establishment Size as at December 2024	Number of Vacant posts as at December 2024	Vacancy Rate (%) as at December 2024
Le Morne Heritage Trust Fund	Outside Candidates	Surveillant	4	1	25
Mauritius Society for Animal Welfare	Outside Candidates	Humane Education and Communication Officer	1	1	100
Land Drainage Authority	Outside Candidates	Deputy Director <i>formerly Assistant Director</i>	1	1	100
Open University of Mauritius	Outside Candidates	IT Manager <i>formerly Information Technology Manager</i>	1	1	100
Gambling Regulatory Authority	Both Outside Candidates and Serving Officers	ICT Technician	3	1	33.3
National Library	Both Outside Candidates and Serving Officers	Office Supervisor	1	1	100
Higher Education Commission	Both Outside Candidates and Serving Officers	Word Processing Operator	4	2	50
Mauritius Cane Industry Authority	Both Outside Candidates and Serving Officers	Internal Auditor/Senior Internal Auditor	1	1	100

**Table III - Vacancy Rate of Grades requiring Degree/Professional/Technical Qualifications in Local Authorities**

Local Authority	Mode of Recruitment	Grade	Establishment Size as at December 2024	Number of Vacant Post	Vacancy Rate (%) as at December 2024
District Council of Pamplemousses	Outside Candidates	Village Hall/Sub - Hall Attendant (Part-time) at D'Epinay Village Council	1	1	100
	Outside Candidates	Village Hall/Sub - Hall Attendant (Part-time) at Trou-Aux- Biches Village Council	1	1	100

**Civil Service**

- 10.42 A few grades in the Civil Service have recorded 100% vacancy rate. However, the establishment size of these grades is relatively small. The main reasons provided for the departure of officers or retention issues in the Civil Service were due to career mobility and unavailability of suitably qualified candidates. Career mobility in the Civil Service is not in itself a retention issue as generally, qualified officers aspire to positions with higher responsibilities and pay. Hence, the mobility of officers within the Civil Service is not considered as a retention issue, *per se*.
- 10.43 As regards the unavailability of qualified candidates, it has been observed in some cases that despite there have been a large number of applicants, there were still no eligible candidates. Additionally, in a few instances, it was noted that though vacancies had already been reported, the matter was still at the level of the PSC, whereas for some vacant grades, advertisements were not yet launched. Therefore, in these circumstances, it may be concluded that there are no recruitment or retention issues.

**Parastatal and Other Statutory Bodies**

- 10.44 In view of the number of PSBs under the purview of the Bureau, a large amount of data had to be filtered. It was observed that for some grades, recruitment exercise was still ongoing whereas in other cases, vacant positions were unfilled not due to recruitment problems but rather owing to administrative procedures.

- 10.45 For several Parastatal Bodies, a 100% vacancy rate was registered but mostly in grades with very few posts on establishment. Moreover, only a small number of these grades can be classified as falling in scarcity areas. Reasons for non-filling of these posts vary from non-advertisement of posts; organisations under restructuring; delay in prescription of schemes of service, among others.

### **Local Authorities**

- 10.46 For the Local Authorities, the two grades shortlisted were part-time grades. The reasons for non-filling of these posts were due to unqualified candidates residing within the boundary of the District Council. This does not automatically imply a retention issue.

### **Rodrigues Regional Assembly**

- 10.47 The Rodrigues Regional Assembly did not respond to the survey on Recruitment and Retention Problems. Hence, no analysis could be carried out.

### **Retention Policies**

- 10.48 Retention policies arise in light of issues related to a mismatch of skills/qualifications in the labour market. There is a tendency to record high turnover rates since employees, mostly graduates, leave jobs for one of their choice. In such cases, certain retention policies may enable an organisation to tackle such issues. In the last Report, recommendations were made with a view to compensate officers where there is need to motivate and retain them to ensure a smooth delivery of services. These provisions are still valid and we are recommending accordingly.

### **Recommendation 7**

- 10.49 **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 redrafted to include and emphasise all the attached fringe benefits such as travelling and car benefits, passage benefit, allowances, among others;**
- (iii) **Ministries/Departments/Organisations should ensure that an exit interview is effectively carried out for people, in scarce grades, leaving their organisation before their normal retirement age and thereafter submit all information on same to MPSAR which will be the custodian of these data;**

- (iv) the MPSAR should continue to approve allowances or higher than initial entry points or adjustments in salary not exceeding the top salary of the grade (that is, 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 in the Chapter “Employment on Contract and Alternative Modes of Employment” of this Volume and submit their proposed course of action to the MPSAR for approval.

**10.50** We also recommend that incumbents in grades, which have registered a vacancy rate of 75% and above after facing two unsuccessful recruitment exercises over three consecutive years, should be paid a monthly retention premium equivalent to three increments for performing relevant duties, coping with the workload and thereby ensuring service delivery. However, once all vacancies are filled as per the establishment size, the payment of the retention premium should lapse.

#### Scarcity Areas

##### Recommendation 8

**10.51** We recommend that in areas of scarcity, where few officers have to share additional workload and responsibilities within a tight time frame due to an acute shortage of staff, they should be paid an *adhoc* allowance equivalent to two increments at the point reached in their salary scale or to be read from the Master Salary Scale, as appropriate, for a defined period of time not exceeding six months.

**ANNEX A****FRAMEWORK AS GUIDELINES FOR DETERMINING PROMOTION PROCEDURES**

- (i) For grades at lower levels, where physical and technical skills can be developed through long practice and for grades with duties of same nature requiring mainly increased experience for the performance of the job, promotion could be made in the normal course on the recommendation of the Supervising Officer;
- (ii) For middle level jobs, where some decision-making ability, leadership qualities and skills on the job are required, seniority alone should not be depended upon but that, along with seniority, merit must be given due weight and attention;
- (iii) For jobs at higher level, such as first or second in command, appointment should be made by selection from suitable and qualified candidates at the appropriate levels from the same Cadre or from another Cadre that has branched out from the main cadre;
- (iv) The selection exercise, both for middle and higher levels, should not necessarily be a competitive examination but could consist of an assessment of training received and experience; length of service; an oral examination; a performance test; a factor based on recorded service ratings; a factor based on formal in-service training courses successfully completed; a written objective test; or any combination thereof;
- (v) Where a selection exercise has been made for one of the levels of a Cadre, appointment to the next grade could be made on the basis of recommendation of the Supervising Officer, that is, in a Cadre of four levels or more, selection could be made for the first and third levels or for the second and fourth levels, for example, if an Assistant has been chosen through selection, the Deputy could be appointed on the basis of seniority and merit. This should not preclude selection at two successive levels where the need is felt;
- (vi) Where the duties to be performed at the next higher level are of a different nature requiring additional competencies (for example, managerial or leadership skills) or additional qualifications, the Supervising Officer may resort to selection to fill the vacancies at successive levels irrespective of whether the previous level was filled by promotion or selection; and
- (vii) Where the duties performed at the next higher level require additional ability and competencies and such ability and competencies are not sufficiently available in the cadre or the service, the Supervising Officer may proceed to amend the scheme of service to enable recruitment/selection also from outside the cadre or the service.



**ANNEX B**

**RESULTS OF SURVEY ON RECRUITMENT AND RETENTION PROBLEMS  
IN THE PUBLIC SECTOR - CIVIL SERVICE**

SN	Ministry/Department	Grade and Establishment Size	Results' Details	Remarks
1	Attorney-General's Office	Regulatory Officer Size: 1	Vacancy rate: 100% No qualified candidates.	The post was advertised only once.
2	Ministry of Financial Services and Economic Planning	Director, Financial Services Size: 1	Vacancy rate: 100% No qualified candidate has applied for the post as per advertisement.	The post was advertised only once.
3	Ministry of Education and Human Resource	Educator (Special Education Needs) Size: 47	Vacancy rate: 38% Post was not yet advertised as at December 2024.	The post was advertised in 2021 and 2023.
4	Government Information Service	Publicity/Documentation Officer Size: 3	Vacancy rate: 100% In 2024, PSC informed that no qualified candidates have applied for the post.	The post was advertised in 2023 and 2024.
5	Department of Civil Aviation	Aviation Security Officer Size: 45	Vacancy rate: 36% Out of 16 vacancies, only 3 were funded as at December 2024. Vacancies remained unfilled as at December 2024.	
6	Mauritius Meteorological Services	Trainee Meteorological Telecommunications Technician (on shift) Size: 15	Vacancy rate: 100% Vacancies were yet to be filled as at December 2024.	The post was advertised in 2022 and the reason of departure was career mobility.
7	Ministry of National Infrastructure	Geologist Size: 1	Vacancy rate: 100% No qualified Mauritian candidates.	The post was advertised in 2019 and 2022.
		Coach Painter Size: 8	Vacancy rate: 25% The post of Coach Painter is filled by selection from serving	

SN	Ministry/Department	Grade and Establishment Size	Results' Details	Remarks
			employees on the Permanent and Pensionable Establishment and registered qualified unemployed persons. Out of 6 vacancies in year 2024, 2 could not be filled due to lack of qualified candidates.	
8	Ministry of Environment, Solid Waste Management and Climate Change	Project Officer/Senior Project Officer (Department of Waste Management and Resource Recovery) <i>formerly Project Officer/Senior Project Officer (Solid Waste Management Division)</i> Size: 10	Vacancy rate: 30% Vacancies reported to PSC.	Recruitment process has started.
9	Ministry of Land Transport	Light Rail Inspector (Roster) Size: 2	Vacancy rate: 100% Post could not be filled due to lack of qualified candidates.	
10	Valuation Department	Government Valuer Size: 19	Vacancy rate: 47% PSC informed that no qualified candidates have applied for the post.	
11	Ministry of Housing and Lands	Land Surveyor <i>formerly Surveyor</i> Size: 52	Vacancy rate: 37% PSC informed that no qualified candidates have applied for the post.	The post was advertised in 2021, 2023 and 2024.
12	Government Printing Department	Print Finishing/Book Binding Operator (Roster) Size: 123	Vacancy rate: 29% The PSC has requested to consider amending the Scheme of Service for the post to include qualifications being offered by the MITD/MES, so as to attract eligible candidates.	

### RESULTS OF SURVEY ON RECRUITMENT AND RETENTION PROBLEMS IN THE PUBLIC SECTOR - PARASTATAL AND OTHER STATUTORY BODIES

SN	Organisation	Grade and Establishment Size	Results' Details
1	Financial Reporting Council	Technical Officer Size: 7	Vacancy rate: 85.7% Exercise was still underway as at December 2024.
		Financial Operations Officer Size: 1	Vacancy rate: 100% Exercise was still underway as at December 2024.
		Management Support Officer Size: 6	Vacancy rate: 83.3% Exercise was still underway as at December 2024. The post was advertised in 2020 and 4 were recruited but 3 left for career mobility.
2	Human Resource Development Council	Procurement and Supply Officer/ Senior Procurement and Supply Officer Size: 1	Vacancy rate: 100% Post is vacant since year 2023. Shortlisted candidates did not possess the required job knowledge and experience in e-procurement. Proposal to offer a negotiable salary for the post to attract candidates.
3	Mauritius Institute of Health	Training Manager Size: 5	Vacancy rate: 100% Exercise was still underway as at December 2024.
4	National Transport Corporation	Chief Engineer Size: 1	Vacancy rate: 100% No qualified candidate has applied for the post.
		Mechanical Engineer/Senior Mechanical Engineer Size: 1	Vacancy rate: 100% No qualified candidate has applied for the post.
		Accountant/Senior Accountant Size: 1	Vacancy rate: 100% Previous recruitment exercise was cancelled and post to be re-advertised following Board decision.
		Procurement and Supply Manager Size: 1	Vacancy rate: 100% Candidate did not attend interview.
		Administrative Manager Size: 1	Vacancy rate: 100% Previous recruitment exercise was cancelled and post to be re-advertised following recent Board decision.
		IT Support Officer Size: 5	Vacancy rate: 100% Previous recruitment exercise was cancelled and post to be re-advertised following Board decision.
5	Mauritius Film Development Corporation	Audiovisual Officer Size: 1	Vacancy rate: 100% No qualified candidate has applied for the post.

SN	Organisation	Grade and Establishment Size	Results' Details
6	Rajiv Gandhi Science Centre Trust Fund	Clerk/Word Processing Operator Size:6	Vacancy rate: 100% No qualified candidate has applied for the post as per scheme of service.
		Exhibition Assistant Size: 2	Vacancy rate: 50% No qualified candidate has applied for the post as per scheme of service.
7	Chagossian Welfare Fund	Management Support Officer Size:1	Vacancy rate: 100% Post was advertised in August 2024. Interview scheduled in January 2025.
8	Agricultural Marketing Board	Clerk/Word Processing Operator Size: 3	Vacancy rate: 100% Only 2 candidates were shortlisted out of 193 applications. The Certificate in keyboarding/ typewriting caused a major restriction to get qualified candidates. No offer has been made to selected candidates as at December 2024.
9	University of Technology, Mauritius	Maintenance Officer Size:1	Vacancy rate: 100% No qualified candidate had applied for the post.
10	Mauritius Institute of Education	Human Resource Management Officer Size:1	Vacancy rate: 100% There were no suitable candidates for the post.
		Lecturer (Economics) Size: 2	Vacancy rate: 50% The selected candidate declined the offer.
		Professor Size: 3	Vacancy rate: 33% Out of 4 applications received, only 1 candidate was found suitable.
		Principal Financial Operations Officer Size: 2	Vacancy rate: 50% Out of 2 applications received, only 1 candidate was found suitable.
11	Central Water Authority	Assistant Procurement and Supply Officer Size:11	Vacancy rate: 45.5% Out of 8 vacancies which occurred, 3 candidates accepted the post. Selected candidates from waiting list declined offer of appointment.
		Human Resource Manager Size: 1	Vacancy rate: 100% Following screening exercise, none of the candidates were found to be qualified.
12	Mahatma Gandhi Institute	Technical Sound Size:1	Vacancy rate: 100% Vacancy was yet to be filled as at December 2024 as there were no qualified candidates.
		Technician Light Size:1	Vacancy rate: 100%

SN	Organisation	Grade and Establishment Size	Results' Details
			Vacancy was yet to be filled as at December 2024 as there were no qualified candidates.
		Word Processing Operator (Marathi) Size:1	Vacancy rate: 100% Vacancy was yet to be filled as at December 2024 as there were no qualified candidates.
13	Rabindranath Tagore Institute	Administrative Officer Size:2	Vacancy rate: 50% Incumbent left the grade within a period of one year after joining to pursue better opportunities in the Public Sector.
14	Food and Agricultural Research and Extension Institute	Internal Auditor/Senior Internal Auditor Size:1	Vacancy rate: 100% External candidates do not show interest to apply.
15	University of Mauritius	Technical Assistant/Senior Technical Assistant Size:48	Vacancy rate: 35.4% Only 6 positions have been filled out of 23 vacancies in the grade due to lack of qualified candidates.
		Lecturer (Civil Engineering) Size:3	Vacancy rate: 66.6% Vacancy was yet to be filled as at December 2024.
16	Small Farmers Welfare Fund	Welfare Assistant Size:9	Vacancy rate: 33.3% Vacancies could not be filled due to lack of qualified candidates who did not possess a valid motorcycle driving licence.
		Assistant Procurement and Supply Officer Size:1	Vacancy rate: 100% Candidates lacked four years' experience in procurement and supply duties in public sector or parastatal bodies.
17	Le Morne Heritage Trust Fund	Surveillant Size:4	Vacancy rate: 25% Out of four vacancies filled, 1 incumbent left the grade within a period of one year after joining for better remuneration package.
18	Land Drainage Authority	Deputy Director <i>formerly Assistant Director</i> Size:1	Vacancy rate: 100% Qualified candidate declined the offer.
19	Open University of Mauritius	IT Manager <i>formerly Information Technology Manager</i> Size:1	Vacancy rate: 100% The only qualified candidate declined the offer.
20	Gambling Regulatory Authority	ICT Technician Size: 3	Vacancy rate: 33.3% Vacancy was not yet filled as at December 2024.
21	National Library	Office Supervisor Size:1	Vacancy rate: 100% No qualified candidates.

SN	Organisation	Grade and Establishment Size	Results' Details
22	Higher Education Commission	Word Processing Operator Size: 4	Vacancy rate: 50% Only 1 incumbent has been recruited.
23	Mauritius Cane Industry Authority	Internal Auditor/Senior Internal Auditor Size:1	Vacancy rate: 100% Only one candidate was selected for interview and was not found fit for the post. The MCIA Board decided that an Internal Control Officer of the MCIA be assigned the duties of Internal Auditor/Senior Internal Auditor and her performance be assessed when the post is advertised.

**RESULTS OF SURVEY ON RECRUITMENT AND RETENTION PROBLEMS  
IN THE PUBLIC SECTOR - LOCAL AUTHORITIES**

<b>SN</b>	<b>Local Authority</b>	<b>Grade and Establishment Size</b>	<b>Results' Details</b>
1	District Council of Pamplemousses	Village Hall/Sub-Hall Attendant (Part time) at D'Epinay Village Council Size: 1	Vacancy Rate: 100% Incumbent appointed to another grade.
		Village Hall/Sub-Hall Attendant (Part time) at Trou-Aux-Biches Village Council Size: 1	Vacancy Rate: 100% No candidate has been found eligible for the post.

\* \* \* \* \*