

## **57. MAURITIUS TOURISM PROMOTION AUTHORITY**

- 57.1 The Mauritius Tourism Promotion Authority (MTPA) is mandated to promote Mauritius abroad as a tourist destination as well as organise, in collaboration with the local tourist industry, promotional campaigns and activities in Mauritius and abroad.
- 57.2 Besides these core functions, the MTPA also provides information to tourists on facilities, infrastructure and services available to them in Mauritius; conducts research into market trends and market opportunities and disseminates such information and other relevant statistical data on Mauritius.
- 57.3 Its activities are organised under various units namely Administration, Finance, Internal Auditing, Marketing, Promotion and Customer Service. A Director is responsible for the execution of the policy of the Board and the control and management of the day-to-day business of the Authority. She is supported in her tasks by an array of staff belonging to professional, technical and General Services grades.
- 57.4 In our last Report, we created the grades of Marketing Services Manager, Digital Marketing Manager, Digital Marketing Officer and Events Officer; restyled and amended the qualification requirement of the grade of Digital Marketing Executive as well as made evanescent those grades which, as per Management's averment, were no longer required.
- 57.5 For this review, proposals from the staff side pertained to the creation of six additional levels, upgrading of existing positions and reinstatement of the grades of Deputy Director and Financial Analyst which are currently evanescent. Management, on its part, has requested for the creation of six levels including those proposed by the Union; restyling the grade of Administrative Secretary; reinstatement of the grades of Deputy Director and Web Officer; upgrading of salaries of certain grades and amendments to be brought to the schemes of service of a few grades.
- 57.6 We have thoroughly examined each of the above submissions and have taken full account of the views expressed by the different parties during the consultative meetings. Wherever it has not been technically possible to accede to the requests made, the parties concerned have been so apprised and provided with the necessary explanations. We have also, in the course of this review exercise, given due consideration to all representations made for upgrading of salaries while conducting our job evaluation exercise.
- 57.7 To enable the MTPA to better meet its goals, we are in this Report, consolidating the existing structure through the creation of a few levels; restyling some positions to more appropriate appellations; restoring a few key grades and bringing amendments to certain schemes of service.

### **Deputy Director (New Grade)**

- 57.8 Subsequent to a request from the then Management, the grade of Deputy Director was made evanescent in our last Report as it was averred that this position would no

longer be required. In the course of this review, emphasis was laid on the fact that since the Director is often on overseas missions for promotional activities, there is need for someone to ensure the smooth running of the organisation in the latter's absence. In this perspective, both Management and the staff side have made a request for the grade of Deputy Director to be restored.

- 57.9 On the basis of the exigencies of the MTPA and with a view not to hamper the smooth functioning at top management level, we endorse the proposal made to maintain the said grade. However, the grade cannot be reinstated as requested for technical reasons. We are, therefore, providing for an alternate measure to address the situation.

### Recommendation 1

- 57.10 We recommend the creation of a grade of Deputy Director. Appointment thereto should be made by selection from among candidates possessing a Master's Degree with specialisation in Tourism or Marketing or an equivalent qualification acceptable to the Board and reckoning at least eight years' post qualification experience at senior management level in the public/private sector.**

- 57.11 Incumbent in the grade would be required, *inter alia*, to: deputise for the Director as and when required; assist the Director in the execution of the policy of the Board and for the control and management of the day-to-day business of the Authority; formulate marketing and promotion policies and strategies; prepare strategic plans and reports; implement project planning and reporting processes; and monitor the administrative, staffing and financial matters of the Authority.

### Graphic Designer (New Grade)

- 57.12 The MTPA is presently having recourse to the employment of a Graphic Designer on contract to create designs, logos layout for magazines, newsletters, newspapers, brochures, layout for websites and digital newspapers, promotional displays such as signs, banners for events, projects and carry out photo shooting during events organised or sponsored by the Authority. It has also been averred that the extent of graphics related tasks has considerably increased. Consequently, the need is now strongly felt for a grade to perform these duties on a full-time basis and to provide support to the various departments. Since it is considered that the mode of employment of the Graphic Designer is not cost effective, it is believed that an established post would most probably meet its requirements. Hence, the request of the MTPA for the provision of a dedicated grade as described above is being favourably considered by the Bureau.

### Recommendation 2

- 57.13 We recommend the creation of a grade of Graphic Designer. Appointment thereto should be made by selection from among candidates possessing a Diploma in Graphic Design or an equivalent qualification acceptable to the Board and reckoning at least three years' post qualification experience in Graphic Design.**

- 57.14 Incumbent in the grade would, *inter alia*, be required to: create designs, concepts and sample layouts for logos, magazines, newsletters, newspapers, brochures and other print materials as well as websites; create promotional displays including signs, banners and signage system for public events projects; develop design briefs; prepare illustrations of materials; use digital camera/equipment for photo shooting of events organised; and maintain a database of all design concepts and photoshoots made.

### **Public Relations Officer (New Grade)**

- 57.15 Both Management and the Union have requested for the creation of a grade of Communication Officer to manage the internal and external communication of the MTPA. In view of the functions of the Authority as well as the growing importance of social media and other communication platforms, the Bureau is agreeable for the creation of a dedicated grade to manage the MTPA's internal and external communication. However, we consider that at this stage a grade of Public Relations Officer at operational level, would be more appropriate for the organisation than a grade at degree level and we are recommending accordingly.

### **Recommendation 3**

- 57.16 We recommend the creation of a grade of Public Relations Officer. Appointment thereto should be made by selection from among candidates possessing a Diploma in Communication or Journalism or Public Relations or an equivalent qualification acceptable to the Board and reckoning at least five years' experience in the field of communication.**

- 57.17 Incumbent would be required, amongst others, to: plan, implement and evaluate communication strategies; manage all internal and external communications; prepare news/press releases; organise press conference, seminars and local workshops; prepare official speech as directed; deal with media for all press release; plan content and write/edit copy for publications such as marketing reports, brochures, annual report and newsletters; write content for websites; devise communication strategies to deal with problems relating to tourism matters; and monitor and maintain a database of all press coverage related to tourism.

### **Digital Marketing Manager**

- 57.18 Appointment to the grade of Digital Marketing Manager is presently made from two streams, that is, from candidates possessing a Master's Degree in Computer Science and reckoning at least 10 years' experience in the field of E-business and from among officers in the grade of Digital Marketing Executive reckoning at least five years' service in a substantive capacity in that grade. The MTPA has proposed that the grade be filled solely from open competition and that the academic qualifications be enlarged to include a Master's Degree in E-Marketing or Digital Marketing while lowering the length of experience required from 10 years to five years' post qualification experience.
- 57.19 However, the lowering of the length of experience required would have salary implications. In addition, the career path of serving officers would be affected, which

the Bureau does not condone. In the circumstances, this aspect of the proposal has not been retained. Considering the fields of E-Marketing and Digital Marketing to be relevant for the job, we are making appropriate recommendation to that effect.

#### **Recommendation 4**

**57.20 We recommend that the grade of Digital Marketing Manager should, in future, be filled by selection from among candidates possessing a Master's Degree in Computer Science or E-Marketing or Digital Marketing or an equivalent qualification acceptable to the Board and reckoning at least 10 years' experience in the field of E-business and from among officers in the grade of Digital Marketing Executive reckoning at least five years' service in a substantive capacity in that grade.**

#### **Digital Marketing Officer**

57.21 Given that the grade of Digital Marketing Officer falls within the same hierarchy as the Digital Marketing Manager, the qualifications requirement for the grade of Digital Marketing Officer, which requires the same field of study, is also being enlarged.

#### **Recommendation 5**

**57.22 We recommend that the grade of Digital Marketing Officer should, in future, be filled by selection from among candidates possessing:**

- (i) a Degree in Computer Science or E-Marketing or Digital Marketing and reckoning at least five years' experience in the field of E-business OR**
- (ii) a Master's Degree in Computer Science or E-Marketing or Digital Marketing or an equivalent qualification acceptable to the Board and reckoning at least two years' post qualification experience in the field of E-business.**

#### **Marketing Services Manager**

57.23 The grade of Marketing Services Manager was created in our last Report to be filled from candidates possessing a Master's Degree in Marketing and reckoning at least 10 years' post qualification experience in the tourism industry.

57.24 Management has averred that it has been unable to fill the grade thus far as candidates who applied for the post either did not meet the prescribed qualification or lacked the required length of experience. A request has, consequently, been made for the qualifications requirement to be reviewed so that the grade be, henceforth, filled from candidates possessing a Degree in Marketing or Business Administration with Marketing and reckoning at least six years' post qualification experience in Marketing or Advertising or Public Relations or from candidates possessing a Master's Degree in Marketing or Business Administration with Marketing together with at least three years' experience in Marketing or Advertising or Public Relations.

57.25 As the amendments proposed would have an incidence on the salary, we could not agree to same. However, to ease the recruitment process, we are enlarging the academic qualifications and lowering the experience required to a reasonable level.

#### **Recommendation 6**

**57.26 We recommend that the grade of Marketing Services Manager should, in future, be filled by selection from among candidates possessing a Master's Degree in Marketing or Business Administration with Marketing or an equivalent qualification acceptable to the Board together with at least eight years' post qualification experience in Marketing or Advertising.**

#### **Tourism Promotion Manager**

#### **Tourism Promotion Officer**

57.27 Presently, both the grades of Tourism Promotion Manager and Tourism Promotion Officer require a Degree in the field of Tourism with relevant years and levels of experience. Management has requested that the field be enlarged and the level at which the experience is required for the Tourism Promotion Manager be reviewed so as to attract a larger pool of candidates as no suitable candidates were found during the last recruitment exercises conducted by the Authority.

57.28 Since the lowering of the level of experience required for the Tourism Promotion Manager would affect its salary grading, we could not agree to it. Nevertheless, we are enlarging the qualifications requirement of both grades as proposed by Management given that the suggested fields are in consonance with the set of duties to be performed. With a view to facilitating recruitment to these grades, we are, therefore, recommending accordingly.

#### **Recommendation 7**

**57.29 We recommend that:**

- (a) the grade of Tourism Promotion Manager should, in future, be filled by selection from among candidates possessing:**
  - (i) a Degree in Tourism or Marketing or Business Administration with Marketing from a recognised institution or an equivalent qualification acceptable to the Board together with at least eight years' post qualification experience at Middle Management level in the tourism sector including at least two years' experience at international level OR**
  - (ii) a Master's Degree in Tourism or Marketing or Business Administration with Marketing together with at least five years' post qualification experience at Middle Management level in the tourism sector including at least two years' experience at international level.**

- (b) **the grade of Tourism Promotion Officer should, in future, be filled by selection from among candidates possessing:**
  - (i) **a Degree in Tourism or Marketing or Business Administration with Marketing from a recognised institution or an equivalent qualification acceptable to the Board together with at least five years' post qualification experience in the tourism sector OR**
  - (ii) **a Master's Degree in Tourism or Marketing or Business Administration with Marketing from a recognised institution together with at least two years' experience in the tourism sector.**

### **Tourism Information Officer**

#### **Assistant Tourism Information Officer**

57.30 There exists on the establishment of the MTPA, the grades of Tourism Information Officer (TIO) and Assistant Tourism Information Officer (ATIO). Management has requested that the grade of ATIO, which is presently vacant, be abolished.

57.31 We have perused the schemes of service of both grades and noted that the duties prescribed overlap to a large extent while the qualifications requirement differ. The TIO requires a Cambridge Higher School Certificate compared to a Cambridge School Certificate for the ATIO. While we are agreeable for the abolition of the grade of ATIO, we consider that the qualifications requirement of the grade of TIO should be reviewed to ensure that future incumbents are well equipped to deliver effectively and efficiently. To this end, we have sought the views of Management and we are consequently bringing the required amendments.

### **Recommendation 8**

**57.32 We recommend that:**

- (i) **henceforth, the grade of Tourism Information Officer should be filled by selection from among candidates possessing a Cambridge School Certificate with credit in at least five subjects including English Language and French; a Cambridge Higher School Certificate with at least two subjects at Principal Level and a Certificate in Tourist Guiding from a recognised institution or an equivalent qualification acceptable to the Board; and**
- (ii) **the grade of Assistant Tourism Information Officer be abolished.**

### **IT Officer**

#### ***formerly Information Technology and Research Officer***

57.33 Both Management and the Union have requested for the creation of a grade of IT Officer against the abolition of the existing grade of Information Technology and Research Officer, which is at present vacant. In justification for the request, they have affirmed that the duties pertaining to research are being carried out by incumbents in other grades.

57.34 A close examination of the prescribed scheme of service of the grade of Information Technology and Research Officer has revealed that it does not contain any research related duty. In the circumstances, we consider that the job title is a misnomer and needs to be addressed through the restyling of the present grade rather than through the creation of a new one. We are recommending accordingly.

### **Recommendation 9**

**57.35 We recommend that the grade of Information Technology and Research Officer be restyled IT Officer.**

### **Internal Auditor/Senior Internal Auditor formerly Internal Auditor**

57.36 Arguments have been put forward by the staff side for the grade of Internal Auditor to be restyled and upgraded into Internal Auditor/Senior Internal Auditor. These concern the level of duties being carried out by the incumbent, the complexity thereof and the volume. We have examined the request and in the course of our assessment, found that there are increased responsibilities devolving upon the incumbent coupled with more complexity. Hence, we consider that the necessary criteria have been met so as to warrant a favourable consideration. We are, therefore, making an appropriate recommendation in that direction.

### **Recommendation 10**

**57.37 We recommend that the grade of Internal Auditor be restyled Internal Auditor/Senior Internal Auditor. This element has been considered in arriving at the recommended salary of the grade.**

### **Assistant Procurement and Supply Officer formerly Procurement/Documentation Officer**

57.38 The Bureau has noted that the job title of the grade of Procurement/Documentation Officer is not in consonance with the prescribed duties and qualifications requirement of the post and it differs from what obtains for comparable levels in other public sector organisations. We are, therefore, addressing this incongruity by restyling the grade to a more appropriate appellation.

### **Recommendation 11**

**57.39 We recommend that the grade of Procurement/Documentation Officer be restyled Assistant Procurement and Supply Officer.**

### **Web Officer (Personal)**

57.40 The grade of Web Officer was made evanescent in our last Report subsequent to a request of the then Management. We have, for this review received representations for the restoration of the grade based on the ground that the tourism sector is a very dynamic one as a result of which there is constant need to maintain the MTPA's websites, related mobile applications and web security and protection. We consider the justifications submitted to be valid and are recommending accordingly.

## Recommendation 12

**57.41 We recommend that the grade of Web Officer be reinstated.**

### Driver

#### Driver (Roster – day and night)

#### Driver/Guide

57.42 In examining the existing structure of the MTPA, it has been observed that driving duties befall a multiplicity of grades namely Driver, Driver/Office Attendant, Driver (Roster – day and night) and Driver/Guide. In line with our philosophy of advocating leaner structures, that is, doing away with superfluous levels, we are, with the concurrence of Management, making certain changes which will enhance efficiency. Hence, we are making the grades of Driver and Driver (Roster – day and night) evanescent and abolishing the grade of Driver/Guide which is, at present, unfilled.

## Recommendation 13

**57.43 We recommend that the grades of Driver and Driver (Roster – day and night) be made evanescent and the grade of Driver/Guide be abolished.**

### Human Resource Officer/Senior Human Resource Officer

57.44 Human Resource Officer/Senior Human Resource Officers possessing the relevant Diploma are allowed to move incrementally beyond their top salary subject to meeting certain criteria. **Recommendation thereto related has been made in the Introductory Chapter of this Volume.**

### Flexibility for determination of salary package

57.45 Tourism is an important pillar of our economy and, therefore, the employment of high calibre professionals in that sector is a *sine qua non* to be able to keep pace with the industry which is a dynamic one. The MTPA had highlighted the difficulties it was encountering to recruit and retain these people. Consequently, with a view to facilitating the recruitment process, the MTPA was given the leeway to determine the salary package of such incumbents within certain parameters. Given that the need of those professionals is still being felt, it is considered essential to maintain the arrangement.

## Recommendation 14

**57.46 We recommend that, in case of difficulty of recruitment and retention of high calibre professionals in certain specific grades, incumbents may be granted a remuneration package comprising a negotiable salary in the salary range of respective level, along with an allowance in consideration of the following:**

- (i) skills and competencies;**
- (ii) international experience/exposure in the specific field;**
- (iii) proven track record (locally and at international level); and**
- (iv) alternative modes of recruitment.**



**57. MAURITIUS TOURISM PROMOTION AUTHORITY**

**SALARY SCHEDULE**

**MTPA 1 : Rs 14725 x 250 - 15225 x 260 - 17825 x 275 - 18925 x 300 - 19525 x 325 - 21475 x 375 - 22225 x 400 - 23425 x 525 - 23950**

Office Attendant

**MTPA 2 : Rs 15485 x 260 - 17825 x 275 - 18925 x 300 - 19525 x 325 - 21475 x 375 - 22225 x 400 - 23425 x 525 - 26050 x 675 - 27400**

Driver (Personal)

Driver/Office Attendant

**MTPA 3 : Rs 16785 x 260 - 17825 x 275 - 18925 x 300 - 19525 x 325 - 21475 x 375 - 22225 x 400 - 23425 x 525 - 26050 x 675 - 27400 x 825 - 28225**

Senior/Head Office Attendant

**MTPA 4 : Rs 16005 x 260 - 17825 x 275 - 18925 x 300 - 19525 x 325 - 21475 x 375 - 22225 x 400 - 23425 x 525 - 26050 x 675 - 27400 x 825 - 29050**

Driver (Roster - day and night) (Personal)

**MTPA 5 : Rs 15225 x 260 - 17825 x 275 - 18925 x 300 - 19525 x 325 - 21475 x 375 - 22225 x 400 - 23425 x 525 - 26050 x 675 - 27400 x 825 - 29875**

Receptionist/Telephonist

**MTPA 6 : Rs 16785 x 260 - 17825 x 275 - 18925 x 300 - 19525 x 325 - 21475 x 375 - 22225 x 400 - 23425 x 525 - 26050 x 675 - 27400 x 825 - 34825**

Clerical Officer/Higher Clerical Officer

**MTPA 7 : Rs 17045 x 260 - 17825 x 275 - 18925 x 300 - 19525 x 325 - 21475 x 375 - 22225 x 400 - 23425 x 525 - 26050 x 675 - 27400 x 825 - 35650 x 900 - 37450**

Tourism Information Officer

**MTPA 8 : Rs 18925 x 300 - 19525 x 325 - 21475 x 375 - 22225 x 400 - 23425 x 525 - 26050 x 675 - 27400 x 825 - 35650 x 900 - 37450**

Management Support Officer

**MTPA 9 : Rs 19850 x 325 - 21475 x 375 - 22225 x 400 - 23425 x 525 - 26050 x 675 - 27400 x 825 - 35650 x 900 - 37450**

Accounts Clerk

Assistant Procurement and Supply Officer

*formerly Procurement/Documentation Officer*

**57. MAURITIUS TOURISM PROMOTION AUTHORITY (Contd)**

**MTPA 10 : Rs 21475 x 375 - 22225 x 400 - 23425 x 525 - 26050 x 675 - 27400 x 825 - 35650 x 900 - 37450 x 950 - 42200 x 1300 - 43500**

Confidential Secretary

**MTPA 11 : Rs 24475 x 525 - 26050 x 675 - 27400 x 825 - 35650 x 900 - 37450 x 950 - 42200 x 1300 - 43500**

Accounts Officer

**MTPA 12 : Rs 23025 x 400 - 23425 x 525 - 26050 x 675 - 27400 x 825 - 35650 x 900 - 37450 x 950 - 42200 x 1300 - 44800**

Office Management Assistant

**MTPA 13 : Rs 21850 x 375 - 22225 x 400 - 23425 x 525 - 26050 x 675 - 27400 x 825 - 35650 x 900 - 37450 x 950 - 42200 x 1300 - 46100**

Human Resource Officer/Senior Human Resource Officer

**MTPA 14 : Rs 21850 x 375 - 22225 x 400 - 23425 x 525 - 26050 x 675 - 27400 x 825 - 35650 x 900 - 37450 x 950 - 42200 x 1300 - 46100 x 1575 - 47675**

Graphic Designer (New Grade)  
Public Relations Officer (New Grade)  
Web Officer

**MTPA 15 : Rs 30700 x 825 - 35650 x 900 - 37450 x 950 - 42200 x 1300 - 46100 x 1575 - 49250**

Senior Accounts Officer

**MTPA 16 : Rs 29875 x 825 - 35650 x 900 - 37450 x 950 - 42200 x 1300 - 46100 x 1575 - 49250 x 1650 - 52550**

Office Superintendent

**MTPA 17 : Rs 34825 x 825 - 35650 x 900 - 37450 x 950 - 42200 x 1300 - 46100 x 1575 - 49250 x 1650 - 54200 x 1700 - 57600**

Principal Accounts Officer

**MTPA 18 : Rs 30700 x 825 - 35650 x 900 - 37450 x 950 - 42200 x 1300 - 46100 x 1575 - 49250 x 1650 - 54200 x 1700 - 62700**

Administrative Secretary  
Digital Marketing Officer  
Events Officer

**57. MAURITIUS TOURISM PROMOTION AUTHORITY (Contd)**

**MTPA 19 : Rs 31525 x 825 - 35650 x 900 - 37450 x 950 - 42200 x 1300 - 46100 x 1575  
- 49250 x 1650 - 54200 x 1700 - 62700**

IT Officer

*formerly Information Technology and Research Officer*

**MTPA 20 : Rs 30700 x 825 - 35650 x 900 - 37450 x 950 - 42200 x 1300 - 46100 x 1575  
- 49250 x 1650 - 54200 x 1700 - 64400 x 1800 - 69800**

Internal Auditor/Senior Internal Auditor

*formerly Internal Auditor*

Marketer

**MTPA 21 : Rs 40300 x 950 - 42200 x 1300 - 46100 x 1575 - 49250 x 1650 - 54200 x  
1700 - 64400 x 1800 - 69800**

Digital Marketing Executive

**MTPA 22 : Rs 40300 x 950 - 42200 x 1300 - 46100 x 1575 - 49250 x 1650 - 54200 x  
1700 - 64400 x 1800 - 69800 x 2000 - 75800 x 2150 - 77950**

Digital Marketing Manager

Finance Manager

Marketing Services Manager

Tourism Promotion Officer

**MTPA 23 : Rs 61000 x 1700 - 64400 x 1800 - 69800 x 2000 - 75800 x 2150 - 82250 x  
3000 - 88250 x 3125 - 94500**

Tourism Promotion Manager

**MTPA 24 : Rs 68000 x 1800 - 69800 x 2000 - 75800 x 2150 - 82250 x 3000 - 88250 x  
3125 - 94500**

Financial Analyst (Personal)

**MTPA 25 : Rs 88250 x 3125 - 97625**

Deputy Director (New Grade)

**MTPA 26 : Rs 119500**

Director





