

## 71. OPEN UNIVERSITY OF MAURITIUS

- 71.1 The Open University of Mauritius (OUM), a body corporate operating under the *aegis* of the Vice-Prime Minister's Office, Ministry of Education, Tertiary Education, Science and Technology, is mandated to advance and disseminate learning and knowledge through a diversity of means with emphasis on information and communication technologies and to be the focal point for the provision of open and distance learning in Mauritius. Its main objects are, *inter alia*, to: provide wider opportunities for education and training, through open and distance learning to the population, and promote lifelong learning; encourage the use of open and distance learning at all levels of education and training through collaboration, optimal use of existing resources and good practices; and encourage and promote scholarship as well as conduct research and development in educational technology and related matters.
- 71.2 The overall administration of the organisation rests with the Director-General who is the chief executive and academic officer of the University. He is supported, in the daily discharge of his duties, by Directors of the different divisions, namely Academic Affairs, Multimedia and ICT Services, Open School, Quality Assurance and Capacity Building and the Language Institute as well as other heads of Department and by a complement of officers in different grades including academics and non-academics.
- 71.3 Unions/Staff Associations made representations relating to, among others, the setting up of an incentive scheme for academics as obtainable in other public institutions; creation of a few grades to facilitate service delivery and as a career path for serving officers; payment of extra allowances; and provision of enhanced conditions of service to a few positions. We also received representations from the staff side which primarily consisted of: aligning salaries with what obtains for academics; restyling of certain positions; and payment of an allowance for performing additional duties.
- 71.4 Management's main proposals were geared towards: alignment of salaries with those of comparable grades in other public institutions; creation of a plethora of grades in the different divisions, including core ones, as well as those at the supporting levels, so as to improve organisational efficiency and fill the gaps in the structure; and restyling of a few grades to establish a clear demarcation of responsibilities at specific job positions. Additionally, they requested for the merging of grades to reduce superfluous levels and introduction of an incentive scheme for academics.
- 71.5 Further to the proposals from Management to create a multitude of grades coupled with the problems which arose while framing the schemes of service of new grades in the context of the integration exercise to absorb employees of the ex-Mauritius College of the Air (MCA) into the OUM, working sessions were held, comprising representatives of the Bureau, Management, Vice-Prime Minister's Office, Ministry of Education, Tertiary Education, Science and Technology and Ministry of Public Service, Administrative and Institutional Reforms (MPSAIR). Following the working sessions,

additional grades have been created on an *ad hoc* basis, whilst a few others have been established in this Report.

- 71.6 In examining the proposals for the creation of an array of grades, the Bureau took into consideration, among others: any urgency to create the grade; functional need for each grade; a strengthening at lower levels in a cadre would be more appropriate; the establishment size at each level of the cadre; and whether certain positions may be filled on a contractual basis on efficiency grounds.
- 71.7 Whilst parties concerned have been made aware of the outcome of most of their demands during consultative meetings, it is to be highlighted that: in the context of a new Report, the relative worth of a job is re-assessed on the basis of newly written and duly filled in Job Description Questionnaires by incumbents in the different grades and in most cases, this exercise has proved that there is no need for an upward review in salary; research is one important element in the academia and is an integral part of the job of academics and thus, creation of dedicated grades to conduct part of the duties of academics would not be appropriate at this stage; and a few requests made by the Unions pertained to internal issues which should be dealt with administratively.
- 71.8 We are, therefore, in this Report making appropriate recommendations for proposals which have been found to be meritorious. In this respect, we are strengthening the structure of the OUM through the creation of several grades to facilitate its proper functioning; restyling the grade of Public Relations Officer to a more appropriate appellation along with an enlargement of its duties; phasing out grades which would no longer be required in a university environment; restructuring the Graphics, Printing and Publishing Unit as well as the Library; providing for the setting up of an incentive scheme for academics; revisiting the provision on academic attainment whilst providing some guidelines to ease its implementation; and payment of an allowance to academics for being assigned the duties of Research and Planning Manager on a rotational basis, whilst maintaining certain existing provisions. Moreover, the position of Director-General has been reassessed based on the actual duties and responsibilities devolving upon incumbent. We have resultantly reviewed the salary and consequently, the monthly *ad hoc* allowance as approved by the High Powered Committee should lapse as from the effective date of implementation of this Report.

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

- 71.9 The OUM is presently headed by a Director-General who is supported in his duties by Directors of the different divisions, namely Academic Affairs; Language Institute; Multimedia and ICT Services; Open School; and Quality Assurance and Capacity Building. Given that there has been an increase in student population and expansion of activities at the University, we viewed the proposal to create a grade of Deputy Director-General to be justified, whereby incumbent would deputise for the Director-General in the day-to-day management of the University at strategic level and to implement the Africa Strategy, among others. However, we equally hold that for maximum efficiency to prevail, the duties devolving upon the grade of Director

(Academic Affairs), which is vacant, should be taken over by the Deputy Director-General. We are making recommendations to that end.

### **Recommendation 1**

**71.10 We recommend the creation of a grade of Deputy Director-General. Appointment thereto should be made by selection from among candidates possessing a PhD or an equivalent qualification acceptable to the Board and who reckon an aggregate of at least 15 years' experience in tertiary education and research environment at senior academic and senior management levels with relevant research record.**

71.11 Incumbent would be responsible to deputise and assist the Director-General in the implementation of policies of the Board, strategic goals and objectives of the University in line with its vision and mission. He would be required, *inter alia*, to: report to the Director-General; deputise for the Director-General, as and when required; assist in exercising control over the affairs of the University; assist in the formulation of the University's overall strategies and policies related to academics; implement the internationalisation strategy of the University; manage databases of part-time tutors and examiners; manage the study centres; ensure excellence in all dimensions of the University's academic and research programmes and activities; participate in the management of OUM's programmes and projects; and develop, deliver learning materials, acquire and adapt open educational resources. In addition, incumbent would be called upon to perform the duties devolving upon the grade of Director (Academic Affairs).

**71.12 We further recommend that:**

- (i) pursuant to the creation of the grade of Deputy Director-General, consequential amendments should be brought to the scheme of service of the grade of Director-General; and**
- (ii) with the creation of the grade of Deputy Director-General, necessary amendments should be brought to the OUM Act 2012 given the grade of Director (Academic Affairs) would no longer be required.**

### **Professor (New Grade)**

71.13 One of the strategic objectives of the OUM is to advance and disseminate learning and knowledge through a diversity of means with emphasis on information and communication technologies and the variety of courses offered by the University from foundation to doctoral level. In this context, Management has requested to reinforce the structure of the academics with the creation of a grade of Professor given its endeavour to provide internationally recognised quality higher education.

71.14 After carefully examining the request, we consider same to be meritorious given the importance of such a position in a University. We are, therefore, recommending along these lines.

## Recommendation 2

- 71.15 We recommend the creation of a grade of Professor. Appointment thereto should be made by selection from among officers in the grade of Associate Professor on the establishment of the Open University of Mauritius who possess a Master's Degree in a relevant field of study and an earned Doctorate or an equivalent qualification acceptable to the Board and who reckon at least five years' experience in a substantive capacity in the grade and an aggregate of at least 15 years' experience in teaching, consultancy and research at tertiary level. In the absence of qualified candidates, the grade should be filled by selection from among candidates who possess the required qualifications and reckon at least 15 years' experience in teaching, consultancy and research at tertiary level.**
- 71.16 Incumbent would be called upon to demonstrate and foster excellence in research, teaching, supervision, materials development, industrial collaboration, learning and policy development for scholarship, programmes and high level professional training at the University and would be required, *inter alia*, to: contribute to the University's development in teaching and learning, scholarship, programme developments, research, supervision and high level professional training development; promote and lead research project and consultancies; engage fully in teaching on the sessions and face-to-face tutorials at high academic level; publish research and scholarly work in journals, periodicals, books, among others; lead the development of staff within the division; assist in the setting up of links with Government bodies, industry, commerce and other universities and provide expertise and achieve knowledge transfer with these bodies; and contribute to the expansion of the range of activities of the University.

### **Marketing and Public Relations Manager (New Grade)**

#### **Marketing and Public Relations Officer**

#### ***formerly Public Relations Officer***

- 71.17 At present, the grades of Marketing and Development Officer and Public Relations Officer exist on the establishment of the OUM. Management has proposed to create a grade of Marketing and Public Relations Manager to lead the Marketing Unit and manage the marketing strategies as well as to conform with the recommendation of the former Tertiary Education Commission Quality Assurance Audit for filling of key vacant posts at senior management level. The Union made a proposal in the same line and in addition requested for a new grade of Marketing and Public Relations Officer.
- 71.18 After duly examining the requests and the present structure of the Marketing Unit, which consists of one Marketing and Development Officer and the grade of Public Relations Officer, which is vacant, we hold that it would be more appropriate for Management to rename the Unit as Marketing and Public Relations Unit. The latter would be headed by a Marketing and Public Relations Manager, whereby incumbent would be supported by officers in the polyvalent grade of Marketing and Public Relations Officer *formerly Public Relations Officer* and the grade of Marketing and

Development Officer be made evanescent. We are making appropriate recommendations in that direction.

### Recommendation 3

- 71.19 We recommend the creation of a grade of Marketing and Public Relations Manager. Appointment thereto should be made by selection from among candidates possessing a Master's Degree in Marketing and Management or Management or Administration or Business Administration or an equivalent qualification acceptable to the Board; and who reckon at least eight years' post-qualification experience in the field of public relations and marketing or in a related field.**
- 71.20 Incumbent would be responsible for the development and implementation of marketing and public relations strategies to advance the mission and vision of the University and would be required, *inter alia*, to: manage the Marketing and Public Relations Unit; develop marketing plans, public relations activities, creative briefs for the University's press advert amongst others; organise open days, career fairs and exhibitions; create partnerships and identify potential markets; supervise the development of communication and marketing materials; supervise marketing research; and manage the University's brand and reputation.
- 71.21 We further recommend that:**
- (i) the grade of Public Relations Officer be restyled Marketing and Public Relations Officer and its duties be enlarged to include those related to Marketing;**
  - (ii) the grade of Marketing and Development Officer be made evanescent and a personal salary is being provided for incumbent; and**
  - (iii) in future, appointment to the grade of Marketing and Public Relations Officer, formerly Public Relations Officer, be made by selection from among candidates possessing a Degree in Communication Studies or Marketing Management or English or French or Law or Psychology or an equivalent qualification acceptable to the Board and reckoning an aggregate of at least two years' post qualification experience in the field of public relations and marketing or in a related field.**
- 71.22 Incumbent would be required, among others, to: assist the Marketing and Public Relations Manager to formulate marketing and public relations strategies/policies and ensure their implementation at the University; be responsible under supervision to design and implement appropriate marketing tools for the University, develop and ensure effective operation of customer feedback mechanisms; prepare corporate public relations materials; contribute to the enhancement of the University's website, presence in social media and develop the University's public profile, both locally and internationally; commission and monitor the production of audio visual spots and advertisements for the promotion of the University; assist in matters related to foreign students and overseas visitors; write texts/articles for all communication materials; and

devise media plans and liaise with media for all news releases, press coverage, as and when required.

**71.23 We additionally recommend that Management of the OUM should carry out a Human Resource Planning exercise as per recommendation made in the Introductory Chapter of this Volume prior to increasing the establishment size of the grade of Marketing and Public Relations Officer formerly Public Relations Officer, for a better service delivery.**

#### **Assistant Systems Analyst/Programmer (New Grade)**

71.24 The ICT Unit of the OUM is presently manned by a Systems Analyst/Senior Systems Analyst who is supported by Assistant Systems Analysts. Management has submitted that the existing structure of the Unit does not enable the organisation to deliver efficiently and effectively on its mandate. Request has, therefore, been made for the creation of a series of grades to strengthen its present set up. The staff side has, among others, proposed for the creation of a grade of Analyst/Programmer to improve service delivery.

71.25 Given that the grades of Information Technology Manager, Systems Engineer and Web Multimedia Developer/Communication Designer have been created on an *ad hoc* basis, we consider that the ICT Unit has been strengthened enough at managerial and professional level. However, we view that at sub-professional level, there is need for a merged grade of Assistant Systems Analyst/Programmer in line with the representations made by the Union. In addition, for more efficiency, we are phasing out the grade of Assistant Systems Analyst with a view to eliminating any duplication of duties that may arise with the creation of the merged grade.

#### **Recommendation 4**

**71.26 We recommend the creation of a grade of Assistant Systems Analyst/Programmer. Appointment thereto should be made by selection from among candidates possessing a Diploma in Information Technology or Information Systems or Computer Science or Computer Studies or Software Engineering or Computer Engineering or an equivalent qualification acceptable to the Board and who reckon at least two years' post qualification experience in object oriented programming techniques; ASP/PHP, HTML, Java Script, jQuery; reporting tools like Crystal Report and database management tools.**

71.27 Incumbent would be required, *inter alia*, to: assist the Systems Analyst/Senior Systems Analyst or any other officer in relevant professional grades at the Unit in the performance of his/her duties; assist in the design, development, maintenance and implementation of IT systems; assist in maintaining, upgrading and updating the website of the University; provide technical assistance; attend to complaints received; ensure compliance with ICT standards, guidelines and methodologies; participate in all stages of software development life cycle; develop code, test and implement new software applications; program modules according to specifications; and backup servers and provide support to end-users.

**71.28 We further recommend that:**

- (i) **officers in the grade of Assistant Systems Analyst be given the option to join the new grade of Assistant Systems Analyst/Programmer and on joining be granted one increment at the salary point reached in their salary scale subject to the top salary of the new grade; and**
- (ii) **the grade of Assistant Systems Analyst be made evanescent. A personal salary has been provided to incumbents.**

**71.29 We additionally recommend that officers in the grade of Assistant Systems Analyst/Programmer who possess a Degree in Information Technology or Information Systems or Computer Science or an equivalent relevant qualification, should be allowed to move incrementally in the Master Salary Scale by one increment, provided they satisfy the performance criteria as set out in the Introductory Chapter of this Volume.**

**Human Resource Officer/Senior Human Resource Officer (New Grade)**

71.30 As per present working arrangements, an Administrative Officer is posted in the HR Unit to look into HR and related issues at the OUM. Management has submitted that there is need to create the grades of Manager HR and Human Resource Management Officer (HRMO) so as to better equip the organisation to address HR matters. Proposal was also made for the creation of the grades of Training and Development Manager and Training and Development Officer for the effective implementation, management and coordination of training and development issues of both academic and non-academic staff of the OUM.

71.31 Whilst examining the proposals, we took into account that training and development is an HR function which does not necessarily warrant the creation of dedicated full-time grades to perform these tasks. Moreover, with the creation of a grade of HRMO on an *ad hoc* basis, we hold that creation of a managerial position, namely Manager HR, would not be appropriate at this stage. We, however, consider that there is need to strengthen the HR structure at a lower level to improve service delivery.

71.32 We are, therefore, providing a level of Human Resource Officer/Senior Human Resource Officer to assist the Human Resource Management Officer.

**Recommendation 5**

**71.33 We recommend the creation of a grade of Human Resource Officer/Senior Human Resource Officer. The mode of appointment to the grade and duties to be performed should be in line with the recommendation made in the Introductory Chapter of this Volume.**

71.34 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.**

### **Safety and Health Officer/Senior Safety and Health Officer (New Grade)**

71.35 The Bureau has been apprised that based on the staff strength of the organisation, there is need for a full-time Safety and Health Officer to look into health and safety issues at the OUM, as per the provision of the Occupational Safety and Health Act. We consider that there is merit in the request and are recommending accordingly.

#### **Recommendation 6**

**71.36 We recommend the creation of a grade of Safety and Health Officer/Senior Safety and Health Officer. Appointment thereto should be made by selection from among candidates possessing a Diploma in Occupational Health and Safety or Occupational Safety and Health Management or an equivalent qualification acceptable to the Board.**

71.37 Incumbent would, *inter alia*, be required to: inspect all places of work within the University, assess all risks and make recommendations thereon; facilitate compliance with legislation related to occupational safety and health in the University; assist in the preparation, elaboration and implementation of plans to maintain adequate safety and health measures; assist in the formulation of policies relating to safety and health; act as Secretary to safety and health committees, as and when required; and perform such other duties as provided for in the Occupational Safety and Health Act and any other relevant legislation.

#### **Maintenance Officer (New Grade)**

71.38 Management has informed that there is functional need for a grade of Office Superintendent to look into, among others, issues relating to office accommodation, furniture and equipment, maintenance of building and physical environment of the University.

71.39 During consultation, Management was apprised that based on the nature of duties that incumbent would be called upon to perform, a grade of Maintenance Officer would be more appropriate, to which they were agreeable. We are, therefore, providing for such a position.

#### **Recommendation 7**

**71.40 We recommend the creation of a grade of Maintenance Officer. Appointment thereto should be made by selection from among candidates possessing a Diploma in Civil Engineering or an equivalent qualification acceptable to the Board and who reckon at least three years' experience in building construction/electrical works.**

71.41 Incumbent would be responsible, *inter alia* for: maintenance and repairs of plant, furniture and equipment; maintenance and upkeep of the grounds, buildings and related infrastructure; and distribution and supervision of work. Incumbent would also be required, among others, to: plan, design, execute, supervise and monitor civil engineering works; guide, supervise and control maintenance staff; assist in feasibility



studies and preparation of tender documents; and make regular inspection of existing infrastructure and submit reports thereon.

### **Restructuring of the Graphics, Publishing and Printing Unit**

- 71.42 At present, the Graphics, Publishing and Printing Unit is headed by a Head Graphics, Publishing and Printing (Personal) who is supported in the performance of his duties by officers in the grades of Printing Officer (Personal), Senior Printing Officer, Graphics Artist/Graphics Officer (Personal).
- 71.43 Whilst examining the existing structure of the Unit, particularly after taking into account the mandate and functions of the OUM, we consider that it would not be rational to maintain same in a university context. We acknowledge that such a structure may have been appropriate at the ex-MCA, given its functions. Moreover, we noted a major overlapping of duties at the different levels, which in turn rendered a few superfluous. We, therefore, opine that there is an imperative need for a fit for purpose structure which would effectively meet the requirements of a university. We are, thus, providing for a revamped three-level structure at this stage, to service the Graphics, Publishing and Printing Unit.

### **Printing Operator (New Grade)**

#### **Recommendation 8**

- 71.44 We recommend the creation of a grade of Printing Operator. Appointment thereto should be made by selection from among candidates possessing a Cambridge School Certificate with credit in at least five subjects; the Certificate in Printing Technology or Printing Administration or National Trade Certificate (Level 3) of the Mauritius Institute of Training and Development (MITD) in any one of the following fields: Printing, Plate Making and Machine Printing, Print Finishing and Book Binding, Pre-Press or National Certificate (Level 3) of the MITD in any one of the following fields: Plate Making and Machine Printing, Print Finishing, Pre-Press or an equivalent qualification acceptable to the Board; and reckoning at least two years' post-qualification experience in operating reprographic printing and finishing equipment.**
- 71.45 Incumbent would, *inter-alia*, be required to: operate and maintain reprographic, printing and finishing equipment; keep records of work in the reprographic, printing and finishing units; undertake film mounting and process engraving operations, printing and finishing; and assist in the preparation of cost estimates of orders.

### **Printing Officer (New Grade)**

#### **Recommendation 9**

- 71.46 We recommend the creation of a grade of Printing Officer. Appointment thereto should be made by selection from among officers in the grade of Printing Operator reckoning at least four years' service in a substantive capacity in the grade and who possess a Diploma in Printing Technology or Printing Administration or an equivalent qualification acceptable to the Board. In the**

**absence of qualified serving officers, appointment to the grade should be made by selection from among outside candidates possessing the required qualification and reckoning at least four years' experience in the related field.**

71.47 Incumbent would be required, *inter alia*, to: establish standards of printing quality and ensure, that at every stage of production, the quality standard is maintained; cost, estimate and control the output of work performed; be responsible for origination, printing and finishing of printed materials; liaise with officers of other Divisions and advise on the best and most cost-effective printing methods; and undertake job planners and scheduling tasks.

**71.48 We further recommend that the new grade of Printing Officer be filled after the phasing out of the grade of Printing Officer (Personal).**

### **Graphics Artist/Senior Graphics Artist (New Grade)**

#### **Recommendation 10**

**71.49 We recommend the creation of a grade of Graphics Artist/Senior Graphics Artist. Appointment thereto should be made by selection from among serving officers of the OUM possessing a Diploma in Graphics Design or Graphics Art or Design and Technology as a major component or Fine Arts or an equivalent qualification acceptable to the Board and reckoning at least two years' post-qualification experience in operating Hardware and Graphics Software for Macintosh and Personal Computer Platform. In the absence of qualified serving officers, appointment to the grade should be made by selection from among outside candidates possessing the required qualifications and reckoning at least two years' post-qualification experience in the related field.**

71.50 Incumbent would be required, among others, to: make use of appropriate equipment and techniques including photographic works; provide graphics for multimedia use; undertake photography assignments for the University; operate Macintosh/Personal Computer Graphics Stations and other graphics equipment; and provide motion graphics for video programmes.

### **Restructuring of the Library**

71.51 At present, the Library services at the OUM are being dispensed by officers in the grades of Assistant Documentation Officer, Documentation Officer, Senior Documentation Officer, Library Officer, Librarian and Head, Library Services.

71.52 For this Report, the staff side has requested to merge the grades of Assistant Documentation Officer and Documentation Officer and restyle the merged grade as Library Officer. We wish to point out that the grade of Library Officer exists as a supervisory level at the OUM. In this perspective, we view the proposal to restyle the grades of Assistant Documentation Officer and Documentation Officer to Library Officer to be inappropriate. Moreover, we have observed that with the advent of an Open University, duties relating to documentation have been diluted in terms of functional importance.

71.53 To this end, we consider it essential to restructure the Library in line with the mandate and objectives of the OUM and are, therefore, making appropriate recommendations.

### **Recommendation 11**

**71.54 We recommend that:**

- (i) the grades of Assistant Documentation Officer and Documentation Officer be merged and restyled Assistant Documentation Officer/Documentation Officer and made evanescent;**
- (ii) the Senior Documentation Officer be given the option to join the grade of Library Officer;**
- (iii) the grade of Senior Documentation Officer be made evanescent;**
- (iv) the scheme of service of the grade of Library Officer be reviewed to cater for an enlargement of duties so as to incorporate those related to documentation; and**
- (v) appointment to the grade of Library Officer should, henceforth, be made by promotion, on the basis of experience and merit, of officers in the merged grade of Assistant Documentation Officer/Documentation Officer (Personal). Upon the phasing out of the grade of Assistant Documentation Officer/Documentation Officer (Personal), appointment thereto should be made by selection from among candidates possessing a Diploma in Library and Information Science or a Diploma in Information and Library Studies or the "Certificat d'Aptitude aux Fonctions de Bibliothécaire" or the Higher Certificate in Librarianship and Information Science of Napier University or an equivalent qualification acceptable to the Board.**

**71.55 We further recommend that:**

- (i) Management should carry out a Human Resource Planning exercise as per recommendation made in the Introductory Chapter of this Volume prior to increasing the establishment size of the grade of Library Officer for an enhanced service delivery; and**
- (ii) should the need arise in future, Management may contemplate creating a grade of Library Clerk, upon the gradual depletion of the merged grade of Assistant Documentation Officer/Documentation Officer (Personal).**

### **Movement for Administrative Officers**

71.56 At present, Administrative Officers who have remained on top of their salary scale for one year are allowed to proceed incrementally in the Master Salary Scale up to salary point Rs 62,950, subject to satisfying certain performance criteria. We are recommending for its continued application while revising the salary point.

## Recommendation 12

**71.57 We recommend that Administrative Officers should be allowed to move incrementally in the Master Salary Scale up to salary point Rs 69800 provided they satisfy the performance criteria as per provision made in the Introductory Chapter of this Volume.**

### Incentive Scheme

71.58 In line with what obtains in the academia, both Management and staff associations have requested for the setting up of an incentive scheme at the OUM so as to motivate academics to deliver beyond expectations and strive for excellence.

71.59 We consider that since the OUM is a growing university, there is need for the establishment of an Incentive Scheme for the benefit of academics. We are, therefore, recommending accordingly.

## Recommendation 13

**71.60 We recommend that:**

- (a) the Open University of Mauritius in consultation with the Higher Education Commission, may, subject to availability of funds:**
  - (i) evolve and implement incentive schemes for academic staff engaged in multi-disciplinary research and research likely to contribute to wealth creation, policy formulation and transfer of technology or for the environmental, social and cultural development of Mauritius;**
  - (ii) consider the advisability of granting an allowance to academics for supervising MPhil/PhD students; and**
  - (iii) consider the advisability or otherwise of granting an allowance to academics regularly lecturing at Master's level;**
- (b) the Open University of Mauritius may further consider the grant of a higher entry point in the salary scale to academics who, on recruitment, possess qualifications higher than those prescribed for the respective grades and for wide proven experience in their field as per provision made at paragraph 16.9.10 under the Chapter Incremental Credit and Higher Qualification Incentive of Volume 1 of this Report;**
- (c) academics holding a PhD Degree recognised by the Board should be granted four pensionable months of service for every three years of post-doctoral effective service, subject to a maximum of 40 months; and**
- (d) the Open University of Mauritius in consultation with the State Insurance Company of Mauritius Ltd should evolve an appropriate scheme to allow those academics who join the University after a long period of study and who consequently would not complete the years of service required to earn full pension, to purchase additional years of service at the start of their career.**

### **Allowance for performing duties of a Research and Planning Manager**

71.61 Management requested for the creation of a grade of Research and Planning Manager so as to give a boost to the area of research. After examining the proposal, we consider that for a more judicious use of resources it would be more appropriate for the duties of the proposed grade to be assigned to an academic, against payment of an allowance. We are recommending accordingly.

#### **Recommendation 14**

**71.62 We recommend that:**

- (i) an academic staff of an appropriate level be assigned, on a rotational basis, the additional duties which would normally devolve upon a Research and Planning Manager; and**
- (ii) the academic assigned the above mentioned duties be paid a monthly allowance equivalent to the value of two increments at the salary point reached in the salary scale.**

#### **Sabbatical Leave Scheme**

71.63 Sabbatical Leave, which may be spent abroad and/or locally, is normally granted to academics to enable them to devote time on scholarly research and keep abreast of new developments in their field as well as for staff development.

71.64 The Bureau, in its 2016 Report, recommended the advisability of setting up of a sabbatical leave scheme for academic staff at the University. During consultations with staff associations and Management, we have been informed that this recommendation has not yet been implemented. We view that it is important for academics to be able to avail of sabbatical leave for their personal and professional development. We are, therefore, recommending accordingly.

#### **Recommendation 15**

**71.65 We again recommend that the Open University of Mauritius should consider the advisability of setting up a Sabbatical Leave Scheme for its academic staff.**

#### **Consultancy Services**

71.66 To foster and encourage a research culture and consultancy works, in our last Report we introduced payment in respect of research and consultancy carried out by specifying the distribution ratio of the net income between academics and supporting staff and the University. As this arrangement suits both parties, it is being maintained.

#### **Recommendation 16**

**71.67 We recommend that the distribution ratio of the net income between academic and supporting staff and the University should be:**

- (i) 2:1 for Research and Consultancy; and**
- (ii) 4:1 for short courses, seminars and workshops.**

## **Private Work for Registered Professionals**

### **Recommendation 17**

**71.68 We recommend that academic staff, who are registered professionals should be allowed to exercise their profession, provided that it is done outside their normal working hours and is not in conflict with their work at the University.**

### **Duty Free Facilities**

### **Recommendation 18**

**71.69 We recommend that Senior Lecturers reckoning at least 14 years' service in the Cadre should be entitled to car benefit as per provision at paragraph 16.2.15 (No. 2) of Volume 1 of this Report though drawing a salary in a scale the maximum of which is less than Rs 94500.**

### **Special Provision for Academics**

71.70 Academics below the grade of Professor who have remained on top of their revised salary scale for a year are presently allowed to proceed incrementally in the Master Salary Scale up to a maximum of two additional increments, subject to satisfying a few performance criteria. We are maintaining this provision.

### **Recommendation 19**

**71.71 We recommend that academics in the grades of Lecturer, Senior Lecturer and Associate Professor drawing salary in a scale the maximum of which is not less than Rs 69800 and not more than Rs 97625 should be allowed to move incrementally up to a maximum of two increments in the Master Salary Scale provided they satisfy the performance criteria as per provision made in the Introductory Chapter of this Volume.**

### **Academic Attainment**

71.72 At present, provision exists for the grant of additional increments to academics for academic attainment through published research, teaching, administrative contributions and publications subject to satisfying certain conditions. Prior to the publication of this Report, the Higher Education Commission came up with a Framework to clarify certain issues regarding the implementation of the said provision, whereby criteria and guidelines for payment of the additional increments for academic attainment have been set. Resultantly, we are revisiting the existing provision as well as certain criteria.

### **Recommendation 20**

**71.73 We recommend that as from year 2024, Lecturers, Senior Lecturers and Associate Professors holding a PhD and reckoning academic attainment through teaching, research and publications, and administrative contributions and having stayed on top of their revised salary scales for at least 12 months should be allowed to move incrementally up to a maximum of two increments to be read from the Master Salary Scale.**

**71.74 For an effective and uniform implementation of the above recommendation in all Higher Education Institutions, the following should serve as guidelines when assessing academic attainment:**

- (i) Management should initiate action for the grant of additional increments upon receipt of written request from eligible officers;**
- (ii) academics in the grades of Lecturer, Senior Lecturer and Associate Professor should be assessed on all the three measures of academic attainment i.e teaching, research and publications, and administrative contributions as per the criteria for assessment recommended by the Higher Education Commission, to be eligible for the grant of additional increments;**
- (iii) for the purpose of earning increments, academic attainment in one grade shall not be transferable on promotion to a higher grade in the same cadre; and**
- (iv) Management should decide whether the assessment should be quantitative or qualitative or a combination of both quantitative and qualitative, and the decision should be communicated to the academics well before the conduct of the assessment exercise. In this regard, the Higher Education Commission should ensure a consistent implementation thereof in all the Higher Education Institutions.**

**71.75 We additionally recommend that:**

- (i) pending the implementation of the recommendation made at paragraph 71.73 above in year 2024, the provision on academic attainment made at paragraph 62.16 of the 2016 PRB Report (Volume 2 Part II), should continue to prevail and guidelines at paragraph 71.74 above should apply to determine such attainment; and**
- (ii) for implementation of the recommendations on academic attainment, the new salary point reached by virtue of the provision made at paragraph 71.71 above shall deem to be the new top salary.**

### **Political Activities**

71.76 As per present provision, full-time employees of the University are not allowed to participate in active politics. We are reiterating this recommendation with a view to ensuring the continued smooth running in the operations of the OUM.

### **Recommendation 21**

**71.77 We recommend that full-time employees of the Open University of Mauritius should not be allowed to participate in active politics.**

**71. OPEN UNIVERSITY OF MAURITIUS  
SALARY SCHEDULE**

- OUM 1 : Rs 21150**  
Safety and Health Officer (Part-Time) (Personal)
- OUM 2 : Rs 10250 x 175 – 10775 x 200 – 11775 x 205 – 12595 x 230 – 13975 x 250 – 15225 x 260 – 17825 x 275 – 18925 x 300 – 19525 x 325 – 21150**  
General Worker
- OUM 3 : Rs 14475 x 250 – 15225 x 260 – 17825 x 275 – 18925 x 300 – 19525 x 325 – 21475 x 375 – 22225 x 400 – 23425**  
Surveillant  
*formerly Security Guard*
- OUM 4 : 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
- OUM 5 : 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/Office Attendant
- OUM 6 : Rs 15745 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**  
Driver/Office Attendant (on roster)  
Handyworker/Tradesman (Skilled)
- OUM 7 : 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
- OUM 8 : 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/Telephone Operator
- OUM 9 : Rs 19225 x 300 – 19525 x 325 – 21475 x 375 – 22225 x 400 – 23425 x 525 – 26050 x 675 – 27400 x 825 – 29875**  
Senior Handyworker/Tradesman (Skilled)



**71. OPEN UNIVERSITY OF MAURITIUS (Contd)**

**OUM 10 : Rs 15745 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 – 31525**

Printing Operator (New Grade)

**OUM 11 : 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**

Clerk/ Word Processing Operator

**OUM 12 : Rs 18100 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 – 36550**

Technician (Audio Video Production) (Personal)

Technician (Engineering and Technology Services) (Personal)

**OUM 13 : 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

**OUM 14 : Rs 19850 x 325 – 21475 x 375 – 22225 x 400 – 23425 x 525 – 26050 x 675  
– 27400 x 825 – 35650 x 900 – 37450**

Assistant Financial Operations Officer

Assistant Procurement and Supply Officer

Purchasing and Supply Officer (Personal)

**OUM 15 : Rs 21150 x 325 – 21475 x 375 – 22225 x 400 – 23425 x 525 – 26050 x 675  
– 27400 x 825 – 35650 x 900 – 37450 x 950 – 39350**

Technician (Audio Video Production) [Personal to Technicians (Operations)  
of ex-MCA]

Technician (Engineering & Technology Services) [Personal to Technicians  
(Engineering Services) of ex-MCA]

**OUM 16 : Rs 19850 x 325 – 21475 x 375 – 22225 x 400 – 23425 x 525 – 26050 x 675  
– 27400 x 825 – 35650 x 900 – 37450 x 950 – 41250**

Assistant Documentation Officer/Documentation Officer (Personal)

*formerly Assistant Documentation Officer*

*Documentation Officer*

**OUM 17 : 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

**71. OPEN UNIVERSITY OF MAURITIUS (Contd)**

- OUM 18 : Rs 24475 x 525 – 26050 x 675 – 27400 x 825 – 35650 x 900 – 37450 x 950 – 42200 x 1300 – 43500**  
Higher Executive Officer (Personal)  
Financial Operations Officer  
Procurement and Supply Officer
- OUM 19 : 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
- OUM 20 : 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 (New Grade)
- OUM 21 : 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**  
Assistant Systems Analyst (Personal)  
Library Officer  
Maintenance Officer (New Grade)  
Printing Officer (New Grade)
- OUM 22 : Rs 23025 x 400 – 23425 x 525 – 26050 x 675 – 27400 x 825 – 35650 x 900 – 37450 x 950 – 42200 x 1300 – 43500 QB 44800 x 1300 – 46100 x 1575 – 47675**  
Senior Technician (Engineering and Technology Services)
- OUM 23 : Rs 23025 x 400 – 23425 x 525 – 26050 x 675 – 27400 x 825 – 35650 x 900 – 37450 x 950 – 42200 x 1300 – 46100 x 1575 – 47675**  
Senior Technician (Audio Video Production)
- OUM 24 : Rs 25000 x 525 – 26050 x 675 – 27400 x 825 – 35650 x 900 – 37450 x 950 – 42200 x 1300 – 46100 x 1575 – 47675**  
Printing Officer (Personal)
- OUM 25 : Rs 25525 x 525 – 26050 x 675 – 27400 x 825 – 35650 x 900 – 37450 x 950 – 42200 x 1300 – 46100 x 1575 – 47675**  
Senior Technician (Audio Video Production) (Personal to Senior Technician (Operations) of ex-MCA)  
Senior Technician (Engineering & Technology Services) (Personal to Senior Technician (Engineering Services) of the ex-MCA)

**71. OPEN UNIVERSITY OF MAURITIUS (Contd)**

- OUM 26 : Rs 27400 x 825 – 35650 x 900 – 37450 x 950 – 42200 x 1300 – 46100 x 1575 – 47675**  
Senior Documentation Officer (Personal)
- OUM 27 : Rs 30700 x 825 – 35650 x 900 – 37450 x 950 – 42200 x 1300 – 46100 x 1575 – 49250**  
Senior Financial Operations Officer  
Senior Procurement and Supply Officer
- OUM 28 : 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 – 49250 x 1650 – 50900**  
Safety and Health Officer/Senior Safety and Health Officer (New Grade)
- OUM 29 : 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 – 49250 x 1650 – 54200**  
Assistant Systems Analyst/Programmer (New Grade)  
Graphics Artist/Senior Graphics Artist (New Grade)
- OUM 30 : Rs 35650 x 900 – 37450 x 950 – 42200 x 1300 – 46100 x 1575 – 49250 x 1650 – 54200 x 1700 – 57600**  
Principal Financial Operations Officer
- OUM 31 : Rs 27400 x 825 – 35650 x 900 – 37450 x 950 – 42200 x 1300 – 46100 x 1575 – 49250 x 1650 – 54200 x 1700 – 59300 QB 61000 x 1700 – 62700**  
Audio Video Executive  
Technical Executive (Engineering and Technology Services)
- OUM 32 : Rs 27400 x 825 – 35650 x 900 – 37450 x 950 – 42200 x 1300 – 46100 x 1575 – 49250 x 1650 – 54200 x 1700 – 62700**  
Administrative Officer  
Copy Editor  
Examinations Officer  
Human Resource Management Officer  
Instructional Systems Designer  
Marketing and Public Relations Officer  
*formerly Public Relations Officer*  
Quality Assurance Officer  
Student Affairs Officer

**71. OPEN UNIVERSITY OF MAURITIUS (Contd)**

- OUM 33 : Rs 28225 x 825 – 35650 x 900 – 37450 x 950 – 42200 x 1300 – 46100 x 1575 – 49250 x 1650 – 54200 x 1700 – 62700**  
Librarian  
Systems Engineer  
Web Multimedia Developer/Communication Designer
- OUM 34 : Rs 31525 x 825 – 35650 x 900 – 37450 x 950 – 42200 x 1300 – 46100 x 1575 – 49250 x 1650 – 54200 x 1700 – 62700**  
Senior Printing Officer
- OUM 35 : Rs 27400 x 825 – 35650 x 900 – 37450 x 950 – 42200 x 1300 – 46100 x 1575 – 49250 x 1650 – 54200 x 1700 – 64400 x 1800 – 69800**  
Academic Media Coordinator (Personal)
- OUM 36 : Rs 28225 x 825 – 35650 x 900 – 37450 x 950 – 42200 x 1300 – 46100 x 1575 – 49250 x 1650 – 54200 x 1700 – 64400 x 1800 – 69800**  
Marketing and Development Officer (Personal)  
Systems Analyst/Senior Systems Analyst
- OUM 37 : 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**  
Accountant/Senior Accountant  
*formerly Accountant*  
Internal Auditor/Senior Internal Auditor
- OUM 38 : Rs 31525 x 825 – 35650 x 900 – 37450 x 950 – 42200 x 1300 – 46100 x 1575 – 49250 x 1650 – 54200 x 1700 – 64400 x 1800 – 69800**  
Graphics Officer (Personal)  
*formerly Graphics Artist/Graphics Officer (Personal)*  
Senior Printing Officer (Personal to officers in post as at 30.06.08)
- OUM 39 : Rs 33175 x 825 – 35650 x 900 – 37450 x 950 – 42200 x 1300 – 46100 x 1575 – 49250 x 1650 – 54200 x 1700 – 64400 x 1800 – 69800**  
Lecturer  
Technical Officer/Senior Technical Officer (Research) (ex-Service Providing Institutions) (Personal)
- OUM 40 : Rs 40300 x 950 – 42200 x 1300 – 46100 x 1575 – 49250 x 1650 – 54200 x 1700 – 64400 x 1800 – 69800**  
Senior Audio Video Executive  
Senior Technical Executive (Engineering and Technology Services)

**71. OPEN UNIVERSITY OF MAURITIUS (Contd)**

- OUM 41 : 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**
- Assistant Registrar  
Head, Audio Video Production  
Head, Engineering and Technology Services  
Head Graphics, Publishing and Printing (Personal)  
Head, Library Services  
Information Technology Manager  
Marketing and Public Relations Manager (New Grade)  
Manager Consultancy, Partnership and Collaboration  
Senior Academic Media Coordinator
- OUM 42 : Rs 49250 x 1650 – 54200 x 1700 – 64400 x 1800 – 69800 x 2000 – 75800 x 2150 – 82250**
- Financial Controller  
Senior Lecturer
- OUM 43 : Rs 52550 x 1650 – 54200 x 1700 – 64400 x 1800 – 69800 x 2000 – 75800 x 2150 – 82250**
- Deputy Registrar
- OUM 44 : Rs 55900 x 1700 – 64400 x 1800 – 69800 x 2000 – 75800 x 2150 – 82250**
- Principal Academic Media Coordinator
- OUM 45 : Rs 68000 x 1800 – 69800 x 2000 – 75800 x 2150 – 82250 x 3000 – 88250 x 3125 – 94500**
- Registrar
- OUM 46 : Rs 68000 x 1800 – 69800 x 2000 – 75800 x 2150 – 82250 x 3000 – 88250 x 3125 – 97625**
- Associate Professor  
Director (Academic Affairs) (Personal)  
Director (Language Institute)  
Director (Multimedia and ICT Services)  
Director (Open School)  
Director (Quality Assurance and Capacity Building)
- OUM 47 : Rs 110125**
- Professor (New Grade)

**71. OPEN UNIVERSITY OF MAURITIUS (Contd)**

**OUM 48 : Rs 116375**  
Deputy Director-General (New Grade)

**OUM 49 : Rs 144500**  
Director-General



