

## 88. TOURISM AUTHORITY

- 88.1 The Tourism Authority (TA), which came into operation in 2004, is empowered to licence, regulate and supervise Tourist enterprises as well as activities pertaining to pleasure crafts, canvassers, skippers and whale and dolphin watching. By so doing the TA ensures that tourism activities in Mauritius are conducted in a safe and responsible manner and in line with quality standards while laying particular emphasis on international norms.
- 88.2 Besides its regulatory function, the TA is responsible for the cleaning, embellishment and maintenance of areas and roads which tourists frequently use or visit so as to maintain Mauritius as an upmarket destination. It also promotes co-ordination and co-operation between the public sector agencies and the private sector organisations engaged in the tourism industry; takes appropriate measures for the protection of consumers of the tourism industry; carries out investigations; and takes necessary actions to suppress illegal, dishonourable, unsound and improper practices in relation to any activity regulated under its Act.
- 88.3 The organisation structure of the TA is function-based comprising the units of Finance and Administration; Pleasure Craft Licence, Tourist Enterprise Licence, Licensing and Skipper's Licence; and Monitoring, Training and Public Relations. The Director, who is at the helm of the Authority, is responsible for its day to day activities and is assisted by a complement of staff involved in professional up to support functions.
- 88.4 In our last Report, we reinforced the structure of the TA with the creation of several grades so as to enhance the efficiency and effectiveness of its service delivery. Since then, the Bureau has provided salary grading for the grades of Internal Auditor and Safety and Health Officer (Part-time) created on an *ad hoc* basis. The request for the provision of salary grading for other grades, namely Leading Hand, Supervisor and Skipper were deferred for consideration for this review exercise while that of the grade of Office Management Assistant was not acceded to in view of the existing structure.
- 88.5 For this review exercise, the Unions have requested for the creation of a grade of Assistant Procurement and Supply Officer; creation of a new structure for employees of the Cleaning and Embellishment Unit; and amendments to be brought to the scheme of service of the grade of Principal Tourism Enforcement Officer.
- 88.6 With regards to Management, we had a meeting with the latter whereupon its proposals relating to creation of various levels; restyling of existing positions; upgrading of qualifications requirement; review of schemes of service; abolition of a few grades as well as provision of specific conditions of service for its employees were discussed.
- 88.7 To determine the functional need of the new levels proposed, the Bureau requested the TA to submit, at its earliest convenience, the proposed schemes of service thereof together with related justifications. Additional information pertaining to several of the other proposals was also sought. In fact, the information was still being awaited

when there was a change at the level of top Management of the TA. As a result of this change and the outbreak of the Covid-19 pandemic, Management expressed its intention to restructure the organisation. New submissions were, accordingly, received for creation and restyling of grades; amendments to schemes of service; upgrading of qualifications requirement; and abolition of certain grades which no longer suit the needs of the organisation.

88.8 In view of our tight time schedule, it was not possible to grant another hearing to Management. Nevertheless, all the submissions received were thoroughly scrutinised by the Bureau. For want of functional justifications, requests for the creation of the grades of Assistant Manager, Administration; Office Superintendent; Office Management Assistant; and Senior Accounting Technician could not be retained. We were also unable to assess the need for the grade of Examiner as the TA did not submit the proposed scheme of service of the grade. Request for an upgrading of the qualifications requirement of the grade of Tourism Enforcement Officer to degree level has been assessed vide criteria set under the Chapter Review of Schemes of Service and Qualifications. We abstained from restyling some grades as proposed in view of the implicit salary implications. As regards the creation of the grades of Leading Hand and Supervisor which were deferred for consideration for this review exercise, we could not make any recommendation related thereto as no proposal in that direction was received from the new Management.

88.9 Based on our examination of the existing structure, we consider that there is merit in the case made for the creation of the grades of Assistant Procurement and Supply Officer and Skipper. We also consider that there is justified ground for the provision of a dedicated grade at operational level to deal effectively with all matters pertaining to Human Resource. Hence, we are making appropriate recommendation in that direction. At the request of Management, we are also bringing changes to the schemes of service of certain grades at the TA.

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

88.10 Matters pertaining to Human Resource issues are presently being dealt by the Administrative Officer. We have received representations for the creation of the grades of Manager, Human Resources and Assistant Manager, Human Resources. Given that there already exists a grade of Manager, Administration and Corporate which is responsible for all human resource issues as revealed by the scheme of service and as the creation of the proposed grades would have led to a top heavy organisation, the Bureau could not accede to the request. However, in view of the number of employees and increasing number of human resource issues we are providing for a grade at appropriate level to allow the Authority to deal efficiently with its human resource matters.

#### **Recommendation 1**

**88.11 We recommend the creation of a grade of Human Resource Officer/Senior Human Resource Officer. The mode of appointment, duties as well as the**

**provision for movement beyond the top salary should be as recommended in the Introductory Chapter of this Volume.**

### **Assistant Procurement and Supply Officer (New Grade)**

88.12 Presently, there exists the grade of Procurement and Supply Officer on the establishment of the TA, which is responsible for all procurement matters. Both Management and the staff side have requested for the provision of a grade of Assistant Procurement and Supply Officer to provide assistance in handling procurement matters in view of the increase in volume of procurement activities especially in connection with the cleaning and embellishment programme. On the basis of the merit of the case, we are, therefore, recommending accordingly.

### **Recommendation 2**

**88.13 We recommend the creation of a grade of Assistant Procurement and Supply Officer. The mode of appointment thereto should be as recommended in the Introductory Chapter of this Volume.**

88.14 The Assistant Procurement and Supply Officer would be required, among others, to: assist in the organisation and management of the procurement and supply activities of the TA; perform procurement and supply duties, storekeeping and stock control duties in accordance with the provisions laid down in approved rules and procedures; keep and update stores records; prepare tender documents; receive materials into stores and ensure that they comply with requisition orders and are in good condition; submit return of all unserviceable stores, dormant stores and return to stores; and assist in any assignment related to procurement, supply and warehouse operations.

### **Procurement and Supply Officer**

88.15 Pursuant to the creation of the grade of Assistant Procurement and Supply Officer, the entry requirements for the grade of Procurement and Supply Officer have changed. There is, therefore, need to bring consequential changes to the scheme of service of the grade.

### **Recommendation 3**

**88.16 We recommend that following the creation of the grade of Assistant Procurement and Supply Officer, consequential amendments should be made to the scheme of service of the grade of Procurement and Supply Officer.**

### **Skipper (New Grade)**

88.17 Monitoring of pleasure crafts, skipper and canvasser activities to ensure that they comply with the existing regulations, standard, norms and guidelines form part of the major activities of the TA. It has been submitted that the Authority has acquired a craft for the conduct of these activities and is currently employing a Skipper on contractual basis to operate and be responsible for the safe navigation of the craft during the monitoring exercises conducted by officers of the Authority. As the need is now strongly felt for a dedicated grade to perform these duties on a full-time basis,

request has been made for the creation of a grade of Skipper. On the basis of operational requirements, we endorse the proposal made.

#### Recommendation 4

**88.18 We recommend the creation of a grade of Skipper. Appointment thereto should be made by selection from among candidates possessing a Category C Skipper's Licence; a Professional Diver's qualification and a Certificate of Competency in Seamanship, Navigation or Marine safety awarded by a recognised nautical institution.**

88.19 Incumbents in the grade would, *inter alia*, be responsible for the safe navigation of the patrol craft of the Authority during monitoring exercises conducted by Tourism Enforcement Officers: operating the craft in compliance with procedures set out by the Authority to ensure safety and security at sea at all times; maintaining the seaworthiness of the craft at all times by ensuring operational stats of engines and all equipment onboard; maintaining all documentations/records relevant to the craft and to submit reports as directed by the Authority; supervising the transfer of the craft by road on trailer from one area of operation to another, as and when required; and be responsible for the routine maintenance and cleanliness of the craft prior to and after deployment at sea.

#### **Scheme of Service – Manager, Licensing Manager, Monitoring and Compliance Manager, Tourism Product Development and Innovation**

88.20 Appointment to the grades of Manager, Licensing; Manager, Monitoring and Compliance and Manager, Tourism Product Development and Innovation are presently made from candidates possessing a Degree in certain specific fields together with five years' post qualification experience in the tourism sector. Management has requested that in addition to the existing qualifications, candidates possessing a Master's Degree in the required field and reckoning at least two years' post-qualification experience in the tourism sector or tourism-related organisation be also given consideration for the post. It was also proposed that Senior Tourism Enforcement Officers or Principal Tourism Enforcement Officers possessing a Degree be eligible for these positions.

88.21 Given that the present mode of appointment to the above-mentioned grades already allows serving officers possessing the required qualifications to postulate for them, we have not deemed it appropriate to limit the grades to serving officers only. However, to ease the recruitment process, we are enlarging the academic qualifications requirement. We have also, wherever required, waived certain fields which have no nexus with the duties performed.

#### Recommendation 5

**88.22 We recommend that, in future:**

**(a) appointment to the grade of Manager, Licensing should be made by selection from among candidates possessing:**

- (i) a Degree in Management or Administration or Tourism or Tourism and Hospitality Management or an equivalent qualification acceptable to the Board and reckoning at least five years' post-qualification experience in the tourism sector or in a tourism-related organisation  
  
OR
  - (ii) a Master's Degree in Management or Administration or Tourism or Tourism and Hospitality Management or an equivalent qualification acceptable to the Board and reckoning at least two years' post-qualification experience in the tourism sector or tourism-related organisation
- (b) appointment to the grade of Manager, Monitoring and Compliance should be made by selection from among candidates possessing:
- (i) a Degree in Tourism or Tourism and Hospitality Management or Administration or an equivalent qualification acceptable to the Board and reckoning at least five years' post-qualification experience in the tourism sector or tourism-related organisation  
  
OR
  - (ii) a Master's Degree in Tourism or Tourism and Hospitality Management or Administration or an equivalent qualification acceptable to the Board and reckoning at least two years' post-qualification experience in the tourism sector or in a tourism-related organisation
- (c) appointment to the grade of Manager, Tourism Product Development and Innovation should be made by selection from among candidates possessing:
- (i) a Degree in Tourism or Tourism and Hospitality Management or an equivalent qualification acceptable by the Board and reckoning at least five years' post-qualification experience in the tourism sector or tourism-related organisation  
  
OR
  - (ii) a Master's Degree in Tourism or Tourism and Hospitality Management or an equivalent qualification acceptable to the Board and reckoning at least two years' post-qualification experience in the tourism sector or in a tourism-related organisation.

### **Abolition of grade**

88.23 Upon request of Management, we are abolishing the grade of Administrative Manager which is vacant and which no longer fits the existing organisation's structure.

## Recommendation 6

**88.24 We recommend that the grade of Administrative Manager be abolished.**

### Flexibility for determination of salary package

88.25 Tourism is an important pillar of our economy and, therefore, the employment of high calibre professionals in this sector is a *sine qua non* for success, particularly as the industry is a dynamic one. On this account, the TA, just like the Mauritius Tourism Promotion Authority, has been given the leeway to determine the salary package of such incumbents within certain parameters. This arrangement should continue to prevail.

## Recommendation 7

**88.26 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.**

## 88. TOURISM AUTHORITY

### SALARY SCHEDULE

<b>TA 1</b>	<b>:</b>	<b>Rs 21150</b> Safety and Health Officer (Part Time)
<b>TA 2</b>	<b>:</b>	<b>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</b> General Worker
<b>TA 3</b>	<b>:</b>	<b>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</b> Office Attendant
<b>TA 4</b>	<b>:</b>	<b>Rs 14975 x 250 - 15225 x 260 - 17825 x 275 - 18925 x 300 - 19525 x 325 - 21475 x 375 - 22225 x 400 - 23425 x 525 - 23950</b> Documentation Assistant

**88. TOURISM AUTHORITY (Contd)**

- TA 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/Attendant
- TA 6 : 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
- TA 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 - 34825**  
Clerk/Word Processing Operator  
Skipper (New Grade)
- TA 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
- TA 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 (New Grade)  
Executive Officer (Personal)
- TA 10 : 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 - 37450 x 950 - 39350**  
Tourist Warden
- TA 11 : 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
- TA 12 : Rs 24475 x 525 - 26050 x 675 - 27400 x 825 - 35650 x 900 - 37450 x 950 - 42200 x 1300 - 43500**  
Higher Executive Officer  
Procurement and Supply Officer
- TA 13 : Rs 18650 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 x 950 - 42200 QB 43500 x 1300 - 44800**  
Assistant Public Relations Officer

**88. TOURISM AUTHORITY (Contd)**

- TA 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 - 44800**  
Tourism Enforcement Officer
- TA 15 : 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)
- TA 16 : 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**  
ICT Technician  
*formerly IT Technician*
- TA 17 : 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**  
Assistant Examiner
- TA 18 : Rs 23950 x 525 - 26050 x 675 - 27400 x 825 - 35650 x 900 - 37450 x 950 - 41250 QB 42200 x 1300 - 46100 x 1575 - 49250 x 1650 - 50900**  
Accounting Technician
- TA 19 : Rs 33175 x 825 - 35650 x 900 - 37450 x 950 - 42200 x 1300 - 46100 x 1575 - 49250 x 1650 - 54200**  
Senior Tourism Enforcement Officer
- TA 20 : Rs 27400 x 825 - 35650 x 900 - 37450 x 950 - 42200 x 1300 - 46100 x 1575 - 49250 x 1650 - 54200 x 1700 - 62700**  
Public Relations/Customer Care Officer  
Training Co-ordinator
- TA 21 : Rs 28225 x 825 - 35650 x 900 - 37450 x 950 - 42200 x 1300 - 46100 x 1575 - 49250 x 1650 - 54200 x 1700 - 62700**  
IT Officer
- TA 22 : Rs 30700 x 825 - 35650 x 900 - 37450 x 950 - 42200 x 1300 - 46100 x 1575 - 49250 x 1650 - 54200 x 1700 - 62700**  
Accountant  
Administrative Officer  
Internal Auditor



**88. TOURISM AUTHORITY (Contd)**

**TA 23 : Rs 35650 x 900 - 37450 x 950 - 42200 x 1300 - 46100 x 1575 - 49250 x 1650 - 54200 x 1700 - 62700**

Principal Tourism Enforcement Officer

**TA 24 : Rs 40300 x 950 - 42200 x 1300 - 46100 x 1575 - 49250 x 1650 - 54200 x 1700 - 64400 x 1800 - 69800**

Manager, Administration and Corporate Services

Manager, IT

Manager, Licensing

Manager, Monitoring and Compliance

Manager, Tourism Product Development and Innovation

**TA 25 : Rs 69800 x 2000 - 75800 x 2150 - 82250 x 3000 - 88250 x 3125 - 94500**

Deputy Director

**TA 26 : Rs 119500**

Director





