

81. TOURISM AUTHORITY

- 81.1 The Tourism Authority (TA) was set up under the Tourism Act No 19 of 2004 subsequently amended, to promote sustainable development of the tourism industry and ensure that tourism activities are conducted in a safe and responsible manner. It is a body corporate operating under the *aegis* of the Ministry of Tourism and External Communications.
- 81.2 The main functions of the TA are to, *inter alia*, licence, regulate and supervise tourist enterprises and pleasure craft activities; manage tourist sites; and prepare action plans for the development and improvement of the tourism industry.
- 81.3 The Authority is currently manned by a complement of staff in the grades of Administrative Officer, Accountant, Senior Tourism Enforcement Officer, Enforcement Officer and other Supporting Staff. The Director is the Chief Executive of the Organisation.
- 81.4 During consultations with Management, much emphasis was laid on provisions at paragraph 202 of the Government Programme 2015-2019, wherein it has been mentioned that the tourism support institutions would be revamped and reorganised to be more responsive to the evolving needs of the tourism operators.
- 81.5 In the context of the present review exercise, Management made representations that the Authority should be equipped with an appropriate structure to turn strategies into action and take rapid decisions to respond to the imperatives of the tourism sector. In this regard, requests were made for the creation of grades and the reinforcement of existing sections to enhance the efficiency and effectiveness of the Authority and transform it into a business facilitator.
- 81.6 We are acceding to those requests that have valid justifications and making appropriate recommendations.

Deputy Director (New Grade)

- 81.7 Presently the Tourism Authority is headed by the Director who is supported by the Administrative Manager. However, Management has submitted that the scope of responsibilities of the Authority would, henceforth, include hotel classification, eco label, construction of jetties and slipways, and product development. Hence, there is need for a level to provide support to the Director in view of the expansion in tourism activities. We are agreeable to this request and are recommending accordingly.

Recommendation 1

81.8 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 in the field of Administration or Management or Human Resource Management or Finance from a recognised institution or an equivalent qualification acceptable to the Board and reckoning at least seven years' post qualification experience.

81.9 Incumbent would be required to assist the Director in; the execution of the policy of the Board and the control and management of the day-to-day business of the Authority; corporate planning of the Authority for its business operations; promotion of the Authority as a centre of excellence for quality and sustainable tourism development; business development and growth of the Authority; and deputise for the Director, amongst others.

Administration and Corporate Services Section

Information Technology Section

Licensing Section

Monitoring and Compliance Section

Tourism Product Development and Innovation Section

81.10 Management has submitted that the new organisational structure would comprise different departments, namely, Administrative and Corporate Services Section, the Information Technology Section, the Licensing Section, Monitoring and Compliance Section and Tourism Product Development and Innovation Section. Each unit would be ascribed specific functions to enable the organisation to achieve its objectives efficiently and effectively. Management has requested for a level to head each unit. We are making provisions to this effect through the creation of a grade of Manager in each unit.

Manager, Administration and Corporate Services (New Grade)

81.11 The Administration and Corporate Services Section would be responsible for administrative, logistics and financial support, leading the HR function and handling all procurement matters.

Recommendation 2

81.12 We recommend the creation of a grade of Manager, Administration and Corporate Services. Appointment thereto, should be made by selection from among candidates possessing a Degree in Public Administration or Management or Business Administration or Human Resources Management or Finance from a recognised institution or an equivalent qualification acceptable to the Board and reckoning at least five years' post qualification experience.

81.13 Incumbent would be required to, *inter alia*, formulate and implement strategies with a view to enhancing the corporate image of the Authority; ensure follow up actions on decisions of Board and other committees; provide necessary assistance needed for the smooth management and conduct of the business of the Authority; set up, implement and monitor a Performance Management System for the Organisation; and be responsible for all HR issues of the Authority.

Manager, IT (New Grade)

81.14 The IT Section would be responsible for the deployment of Information Technology in all sections and leverage on new technologies to streamline business processes so as to transform the organisation into a business facilitator, thus, providing a more efficient service to all stakeholders while reducing costs of doing business for tourism operations.

Recommendation 3

81.15 We recommend the creation of a grade of Manager, IT. Appointment thereto should be made by selection from among candidates possessing a Degree in Computer Science or Computer Engineering or Information Systems or Information Technology from a recognised institution or an equivalent qualification acceptable to the Board and reckoning at least five years' post qualification experience in the field of Information and Communication Technology.

81.16 Incumbent would be required to, *inter alia*, be responsible for all IT technical support and application development/maintenance activities of the Tourism Authority; effect co-ordination between the different functions and plan, organise, schedule and monitor staff postings, assignments and workloads; oversee the administration and maintenance of Information Technology infrastructure at the workplace; and provide technical assistance on equipment evaluation, selection and installation.

Manager, Licensing (New Grade)

81.17 The Licensing Section would be responsible for the processing, issue and renewal of tourist enterprises licence, pleasure craft licence, canvasser permit and skipper licence.

Recommendation 4

81.18 We recommend the creation of a grade of Manager, Licensing. Appointment thereto, should be made by selection from among candidates possessing a Degree in Management or Administration or Law or Tourism or Tourism and Hospitality Management from a recognised institution 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.

- 81.19 Incumbent would be required to, *inter alia*, be in charge of the Licensing unit and organisation of the work of the unit; process all files and validate information to be submitted to the Licensing Committee; assist in the formulation of strategies and policies for the development of tourism activities in a sustainable manner based on trends and developments in the tourism sector; and assist in the preparation of strategic plans, project briefs and preparation of papers for the board and subcommittees of the Board.

Manager, Monitoring and Compliance (New Grade)

- 81.20 The Monitoring and Compliance Section would be responsible to monitor the activities of the tourist enterprises and ensure that operators comply with relevant legislation, regulations, standards, norms, guidelines and code of practice.

Recommendation 5

- 81.21 We recommend the creation of a grade of Manager, Monitoring and Compliance. Appointment thereto, should be made by selection from among candidates possessing a Degree in Tourism or Tourism and Hospitality or Management or Economics or Commerce or Accounting or Administration or Law from a recognised institution 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.**

- 81.22 Incumbent would be required to, *inter alia*, be responsible for the day-to-day management and control of the monitoring and compliance unit; ensure that Tourist business operates according to established standards, laws, guidelines and regulations; plan, organise and coordinate site inspections and report on actions taken/follow up on all cases where actions are required; and ensure that follow up actions are undertaken in respect of all enforcement notices and notices for fixed penalties issued in accordance with the Tourism Authority Act and regulations in force.

Manager, Tourism Product Development and Innovation (New Grade)

- 81.23 The Tourism Product Development and Innovation Section would be responsible to foster and encourage the conduct of activities in the tourism industry with a view to preserve the attractiveness and reputation of Mauritius as a tourist destination.

Recommendation 6

81.24 We recommend the creation of a grade of Manager, Tourism Product Development and Innovation. Appointment thereto, should be made by selection from among candidates possessing a Degree in Tourism or Tourism and Hospitality Management from a recognised institution 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.

81.25 Incumbent would be required to, *inter alia*, be responsible for the day to day management and control of the Tourism Product Development and Innovation Section; provide general administrative assistance, advice and support to the Director with regards to the sector activities, trends and developments; assist the Director in the formulation of strategies and policies for the hotel classification and development of tourism activities in a sustainable manner and analyse tourism development patterns in different countries and undertake benchmarking activities for local tourism product improvement; carry out competitor analysis and SWOT analysis in product development for local product enhancement and value addition; supervise the work of officers in the Tourism Product Development and Innovation Section and ensure its smooth running; and conduct research on tourism matters and share information on findings.

Principal Tourism Enforcement Officer (New Grade)

81.26 The Tourism Authority would be called upon to assume new responsibilities such as hotel classification, extension of classification standards, grading system to non-hotel sectors, licensing reforms with online applications and e-payment. With these changes, Management has apprised the Bureau that there is need for a level to assist the Manager, Tourism Product Development and Innovation and ensure that the section achieves its objectives efficiently and effectively. We are making appropriate provisions to this effect.

Recommendation 7

81.27 We recommend the creation of a grade of Principal Tourism Enforcement Officer. Appointment thereto, should be made by promotion, on the basis of experience and merit, from among officers in the grade of Senior Tourism Enforcement Officer reckoning at least two years' service in a substantive capacity in the grade.

81.28 Incumbent would be required to, *inter alia*, assist the Manager, Tourism Product Development and Innovation in the day-to-day management of the technical section; be responsible for the application of all laws and regulations relating to tourism activities; supervise the processing of applications for request and

renewal of licences for tourism businesses, enterprises and pleasure crafts; supervise the inspection of all tourism and tourism-related activities and ensure strict compliance with laws, norms and standards; effect site visits in relation to tourism activities and prepare action plans, as required by the Manager, Tourism Product Development and Innovation in respect of coastal zone management, zone safety and security of tourists.

IT Technician (New Grade)

81.29 Presently, there is a grade of IT Officer at the Tourism Authority. During consultations, Management has submitted that the organisation has already embarked on a project to upgrade its computerised system since it is in the process of computerising all processes for applications and licensing. An online application system for e-payment and e-licensing is also in the pipeline. Hence, there is an urgent need to strengthen the IT Unit. We recommend accordingly.

Recommendation 8

81.30 We recommend the creation of a grade of IT Technician. Appointment thereto should be made by selection from among candidates possessing a Diploma in Information and Communication Technology or Computer Science from a recognised institution or an equivalent qualification acceptable to the Board and reckoning at least five years' post qualification experience in the field of Information and Communication Technology.

81.31 Incumbent would be required to, *inter alia*, provide assistance to the Manager, IT in developing, protecting and maintaining an effective computerised information system for the development of online applications, payment, software, databases and websites, performing computer/data processing work/trouble shooting activities; and setting up of IT logistics for seminars, workshops and any other events.

Procurement and Supply Officer (New Grade)

81.32 Submission has also been made for a grade to oversee all procurement matters for the organisation. We are making appropriate provisions with the creation of a grade of Procurement and Supply Officer.

Recommendation 9

81.33 We recommend the creation of a grade of Procurement and Supply Officer. Appointment thereto, should be made by selection from among candidates possessing a Diploma in Purchasing and Supply Management from a recognised institution or an equivalent qualification acceptable to the Board and reckoning at least five years' experience in purchasing and supply duties.

81.34 Incumbent would be required to, *inter alia*, organise and manage the procurement and supply activities of the Tourism Authority; perform procurement, supply, storekeeping and stock control duties in accordance with existing provisions; and assist in appraisal and review exercises related to procurement and supply operations.

Assistant Public Relations Officer

81.35 There is a Qualification Bar (QB) in the salary scale of the grade of Assistant Public Relations Officer. Incumbent should possess **the Diploma in Communication/ Management/Tourism or an equivalent qualification to proceed beyond the QB in the salary scale recommended for the grade.**

81.36 In our last Report, provision was made to allow the organisation, in case of difficulty, to recruit and retain high calibre professionals in specific grades with negotiable initial salary point. We are maintaining this provision which may still be used in the present context.

Recommendation 10

81.37 **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 from the salary range of the respective level, along with a negotiable allowance with the assent of the parent Ministry while considering the following:**

- (i) **skills and competencies;**
- (ii) **international experience/exposure in the specific field;**
- (iii) **proven track record (locally and at international level);**
- (iv) **the remuneration package prior to joining the Tourism Authority;**
and
- (v) **alternative modes of recruitment.**

81. TOURISM AUTHORITY

SALARY SCHEDULE

**TA 1 : Rs 7800 x 200 – 8000 x 205 – 8820 x 230 – 10200 x 250 – 11450 x 260
– 14050 x 275 – 15150 x 300 – 15750 x 325 – 17375**
General Worker

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- TA 2 : Rs 11970 x 260 – 14050 x 275 – 15150 x 300 – 15750 x 325 – 17700 x 375 – 19575 x 475 – 20050**
Office Attendant
- TA 3 : Rs 12230 x 260 – 14050 x 275 – 15150 x 300 – 15750 x 325 – 17700 x 375 – 19575 x 475 – 20050**
Documentation Assistant
- TA 4 : Rs 12750 x 260 – 14050 x 275 – 15150 x 300 – 15750 x 325 – 17700 x 375 – 19575 x 475 – 21950 x 625 – 23200**
Driver/Attendant
- TA 5 : Rs 12490 x 260 – 14050 x 275 – 15150 x 300 – 15750 x 325 – 17700 x 375 – 19575 x 475 – 21950 x 625 – 23200 x 775 – 25525**
Receptionist/Telephone Operator
- TA 6 : Rs 14050 x 275 – 15150 x 300 – 15750 x 325 – 17700 x 375 – 19575 x 475 – 21950 x 625 – 23200 x 775 – 30175**
Clerical Officer/Higher Clerical Officer (Personal)
Clerk/Word Processing Operator
- TA 7 : Rs 16400 x 325 – 17700 x 375 – 19575 x 475 – 21950 x 625 – 23200 x 775 – 32500**
Management Support Officer (New Grade)
- TA 8 : Rs 17375 x 325 – 17700 x 375 – 19575 x 475 – 21950 x 625 – 23200 x 775 – 32500**
Accounts Clerk
Executive Officer (Personal)
- TA 9 : Rs 15450 x 300 – 15750 x 325 – 17700 x 375 – 19575 x 475 – 21950 x 625 – 23200 x 775 – 32500 x 925 – 34350**
Tourist Warden
- TA 10 : Rs 16075 x 325 – 17700 x 375 – 19575 x 475 – 21950 x 625 – 23200 x 775 – 32500 x 925 – 37125 QB 38350 x 1225 – 39575**
Assistant Public Relations Officer
- TA 11 : Rs 19200 x 375 – 19575 x 475 – 21950 x 625 – 23200 x 775 – 32500 x 925 – 37125 x 1225 – 38350**
Confidential Secretary

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- TA 12 : **Rs 22575 x 625 – 23200 x 775 – 32500 x 925 – 37125 x 1225 – 38350**
Higher Executive Officer
Procurement and Supply Officer (New Grade)
- TA 13 : **Rs 19575 x 475 – 21950 x 625 – 23200 x 775 – 32500 x 925 – 37125 x 1225 – 39575**
Tourism Enforcement Officer
- TA 14 : **Rs 19575 x 475 – 21950 x 625 – 23200 x 775 – 32500 x 925 – 37125 x 1225 – 40800 x 1525 – 42325**
IT Technician (New Grade)
- TA 15 : **Rs 19575 x 475 – 21950 x 625 – 23200 x 775 – 32500 x 925 – 37125 x 1225 – 40800 x 1525 – 45375**
Assistant Examiner
- TA 16 : **Rs 21950 x 625 – 23200 x 775 – 32500 x 925 – 36200 QB 37125 x 1225 – 40800 x 1525 – 45375**
Accounting Technician
- TA 17 : **Rs 30950 x 775 – 32500 x 925 – 37125 x 1225 – 40800 x 1525 – 48425**
Senior Tourism Enforcement Officer
- TA 18 : **Rs 25525 x 775 – 32500 x 925 – 37125 x 1225 – 40800 x 1525 – 49950 x 1625 – 56450**
Public Relations/Customer Care Officer
Training Co-ordinator
- TA 19 : **Rs 26300 x 775 – 32500 x 925 – 37125 x 1225 – 40800 x 1525 – 49950 x 1625 – 56450**
IT Officer
- TA 20 : **Rs 28625 x 775 – 32500 x 925 – 37125 x 1225 – 40800 x 1525 – 49950 x 1625 – 56450**
Accountant
Administrative Officer
- TA 21 : **Rs 33425 x 925 – 37125 x 1225 – 40800 x 1525 – 49950 x 1625 – 56450**
Principal Tourism Enforcement Officer (New Grade)

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- TA 22 : Rs 38350 x 1225 – 40800 x 1525 – 49950 x 1625 – 62950**
Manager, Administration and Corporate Services (New Grade)
Manager, IT (New Grade)
Manager, Licensing (New Grade)
Manager, Monitoring and Compliance (New Grade)
Manager, Tourism Product Development and Innovation (New Grade)
- TA 23 : Rs 45375 x 1525 – 49950 x 1625 – 62950 x 1850 – 68500 x 1950 – 70450**
Administrative Manager
- TA 24 : Rs 64800 x 1850 – 68500 x 1950 – 74350 x 2825 – 80000 x 3000 – 86000**
Deputy Director (New Grade)
- TA 25 : Rs 110000**
Director

