

Mauritius

2010

ICT BPO Sector Salary Survey Highlights



PUBLIC REPORT

(FULL REPORT ONLY

AVAILABLE TO

PARTICIPANTS)

2010 Mauritius ICT BPO Salary Survey (Highlights)

A SALARY SURVEY COMMISSIONED BY



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1 BACKGROUND TO THE SURVEY

1.1 INTRODUCTION

This document is an extract of the full report provided to the participating organisations based on the results of the 2010 Mauritius ICT BPO Salary Survey.

This survey was commissioned by **CCIFM (Chambre de Commerce et d'Industrie France Maurice)** and **OTAM (Outsourcing and Telecommunications Association of Mauritius)** under the aegis of **BOI (Board of investment)**.

The objectives of this survey were:

- to collect remuneration data to assess current salary levels so that organisations can attract and retain best talents, and so as to facilitate their decision making for remuneration policy revision and salary adjustments
- to help new investors in the setting up of ICT – BPO businesses in Mauritius by providing relevant information about the labour market
- to provide to employees and potential employees with guidelines for their salary expectations
- to assist institutions (BOI, NCB, Mission Économique Française, etc ...) in promoting Mauritius as a business destination.

This is the second edition of the Mauritius ICT BPO Salary Survey conducted by **CAPFOR** for 43 participating organisations and covering 5,598 incumbents classified in more than 60 survey job positions grouped in 6 main job families. In the 1st edition of the ICT BPO Salary Survey there were 25 participating organisations employing some 2,637 employees. The ICT BPO sector in Mauritius is relatively young and has grown steadily some 72 companies in 2004 to 350 in June 2010. The employment levels rose from 3,800 in 2005 to a current count of some 13,000.

The Salary Survey 2010 was carried out between September 2010 and November 2010 and questionnaires were sent to participants from the ICT BPO Sector. All information presented is as at September 2010.

53% of the respondents are operating in the ICT (Information and Communication) sector and 48% in the BPO (Business Process Outsourcing) sector. It must be noted that some organisations have classified themselves in more than one sector. There are small, medium and large companies participating in the survey, both local and international.

1.2 ACKNOWLEDGEMENT

CAPFOR Mauritius would like to thank in particular, the Outgoing President of CCIFM Mr. Patrice DESPAX, the President of OTAM Mr. Roshan SEETOHUL and Mr Mahen GOVINDA, Director at BOI and the In Coming President of CCIFM Michel TEYSSEDRE for having given their utmost help and support to make a success of this salary survey. Our thanks also go to each and every participating company for their time, efforts and cooperation in providing the necessary data/information for the survey. Last but not least, our sincere thanks to Mr. Simon AH CHIN KOW the Project Manager on this assignment, the staff of CCIFM, Marie-Ange ARLAPEN and Anabelle ROSE, representatives from OTAM, Ms Fazlee DHUNY and BOI, Ms Nausheen OOOZEER.

2 PROFILE OF PARTICIPATING ORGANISATIONS

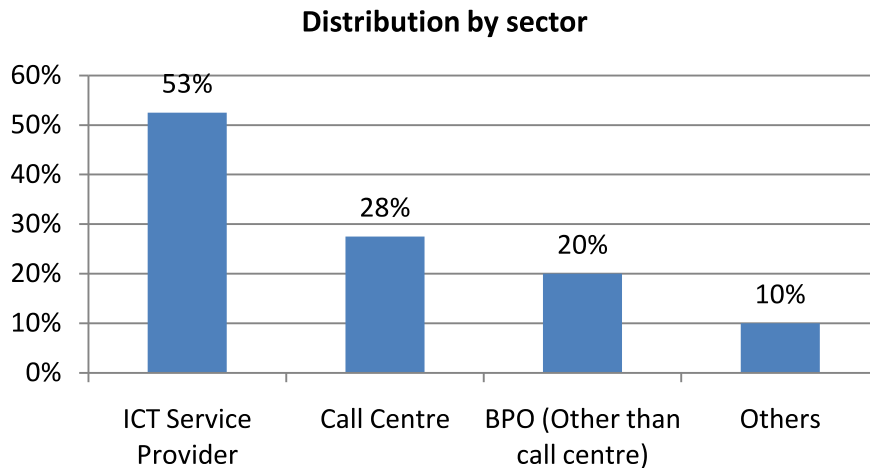
2.1 LIST OF PARTICIPANTS

The comparator group for the survey comprised of 43 organisations. Some of the participating organisations are listed in the table below.

Accenture Mauritius Ltd	Leal Communications & Informatics Ltd
Airmate Ltd	Linkeo Ltd
Batch Image Processing Indian Ocean (BIPIO) Ltd	LinkByNet Indian Ocean (LIO) Ltd
BS Travel Management Ltd (Rogers Group)	Lottotech Ltd
Business & Decision	Maureva Ltée
Business At Work Mauritius Ltd	Mauritius Telecom (Call Services Ltd)
Capstone Corporation Ltd	Microsoft
CERIDIAN (Mauritius) Ltd	Multi Contact
Chesteroc Ltd	New Edge Solutions Ltd
Client Centre Alliance (CCA) (Mauritius) Ltd	Orange Business Services Ltd
CISOLVE International Ltd	OUTREMER TELECOM
Currimjee Informatics Ltd	PARFIP
DCDM Consulting	ProContact
DistriPC	Proximity BBDO Indian Ocean Ltd
EUROCRM	Shorecuts Interactive LTD
Expand technology (Holding) Ltd	State Informatics Limited
G2D Development Services CO. LTD	Theo Finance Ltd
Harel Mallac Technologies Ltd	TNT Business Solutions Ltd
IBL Informatics	Uniconsults Ltd
Infomil (Mauritius) Ltd	Valldata Services (Mauritius) Ltd
Infosys Ltd	VINIVI Ltd

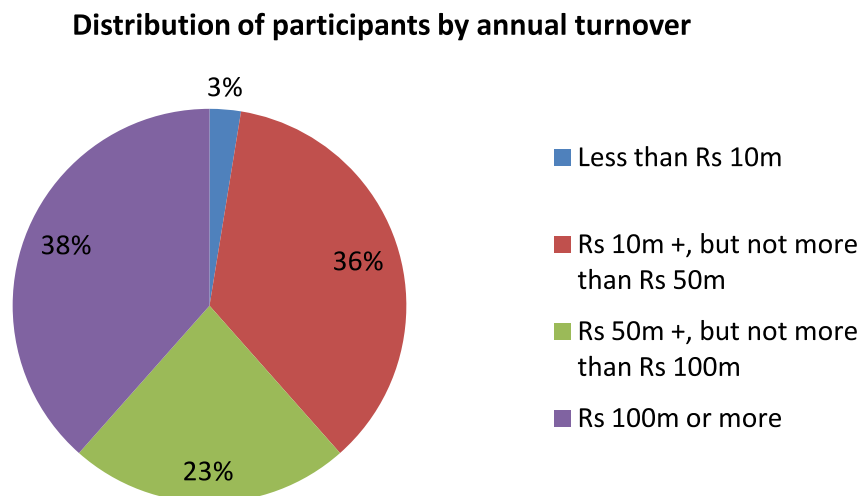
2.2 DISTRIBUTION OF PARTICIPANTS BY SECTOR

Participants operate in different sectors and some in more than one single sector. 53% of participants provide services as ICT Service Providers. It is interesting to note that in this survey the percentage of participants providing ICT Services is about the same as compared to the 2008 survey where it was 52%. The percentage of participants in the BPO sector (including voice and non voice) is 48% as compared to 52% in 2008. The breakdown of participants by sector is shown in the bar chart below.



2.3 DISTRIBUTION OF PARTICIPANTS BY ANNUAL TURNOVER

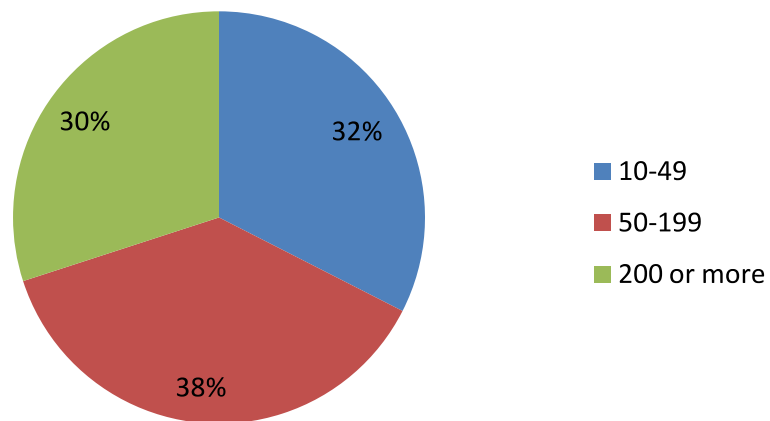
There is an apparent balance between those companies generating a turnover between Rs 10 M and Rs 50 M, and those companies generating Rs 100 M or more. Analysis indicates that all sectors cut across this bracket. It must be pointed out that the 3% generating less than Rs 10m relates exclusively to the IT Service Provider sector and this segment has decreased compared to the 2008 survey where it was 17%. It can also be noted that there has been an increase of 9% in this survey in respect of companies having an annual turnover of more than Rs100M as compared to the 2008 survey. The breakdown is shown in the pie chart.



2.4 DISTRIBUTION OF PARTICIPANTS BY NUMBER OF EMPLOYEES

As shown in the pie chart below there is rather a balance in the size of participants ranging from small with less than 50 employees through medium with a number of employees comprised between 50 and 199 to large with more than 200 employees. It can be noted that 38% of the companies cut across all sectors. In comparison to the survey findings in 2008, there seems to be an increase in size of companies since the 10-49 segment has decreased from 37% in 2008 to 32% in 2010, there is no change in the segment 50-199 and there is an increase from 25% in 2008 to 30% in 2010 for the 200 or more segment.

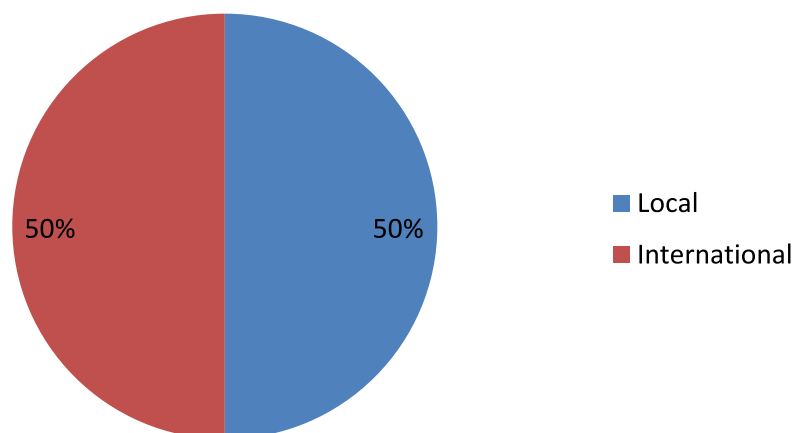
Distribution of participants by number of employees



2.5 DISTRIBUTION OF PARTICIPANTS BY TYPE OF COMPANY

Participants are equally distributed between local and international companies as show in the pie chart below. There is a negligible variation when compared to the 2008 survey.

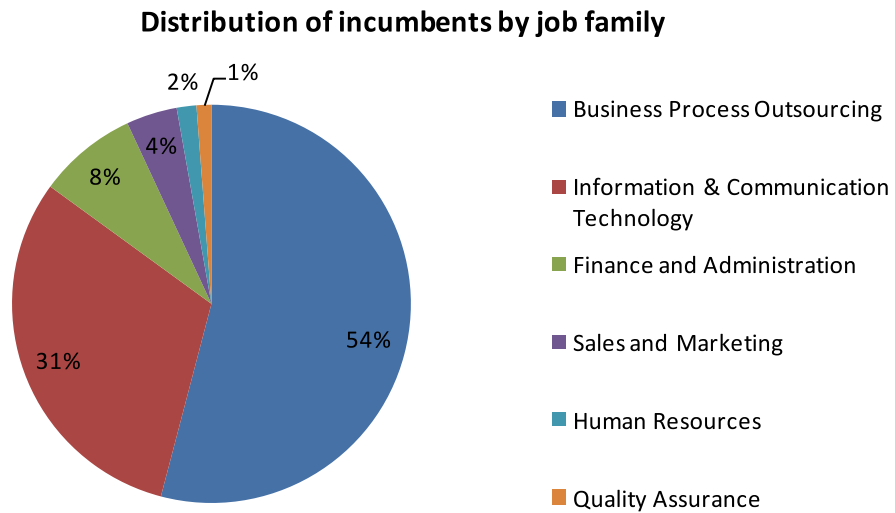
Distribution of participants by type of company



3 PROFILE OF INCUMBENTS

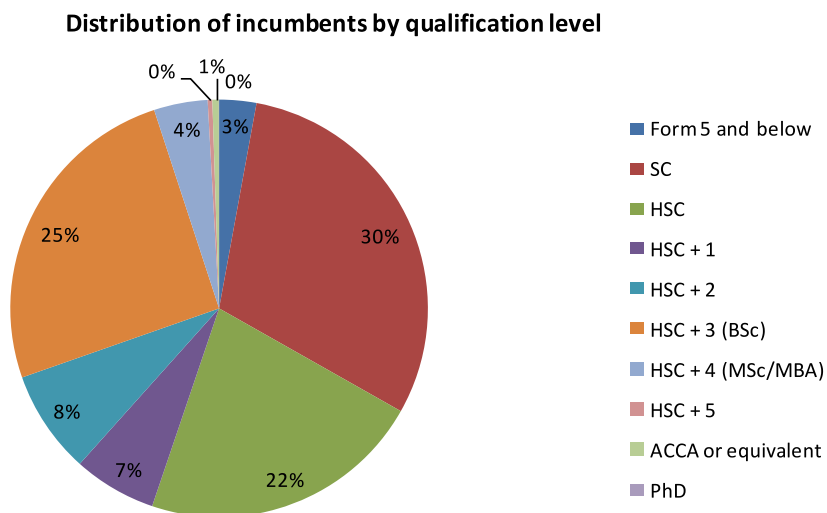
3.1 DISTRIBUTION OF INCUMBENTS BY JOB FAMILY

There are 5,598 incumbents spread over 6 main job families. Out of which 54% are directly involved in Business Process Outsourcing related activities and 31% in Information and Communication Technology related activities. The distribution is shown on the pie chart below.



3.2 DISTRIBUTION OF INCUMBENTS BY QUALIFICATION LEVEL

There is a slight increase of HSC holders and below among incumbents compared to the 2008 Survey. As shown on the pie chart below 55% of incumbents hold a HSC or below compared to 52% in the 2008 Survey and 29% are university degree holders compared to 33% in the 2008 Survey.



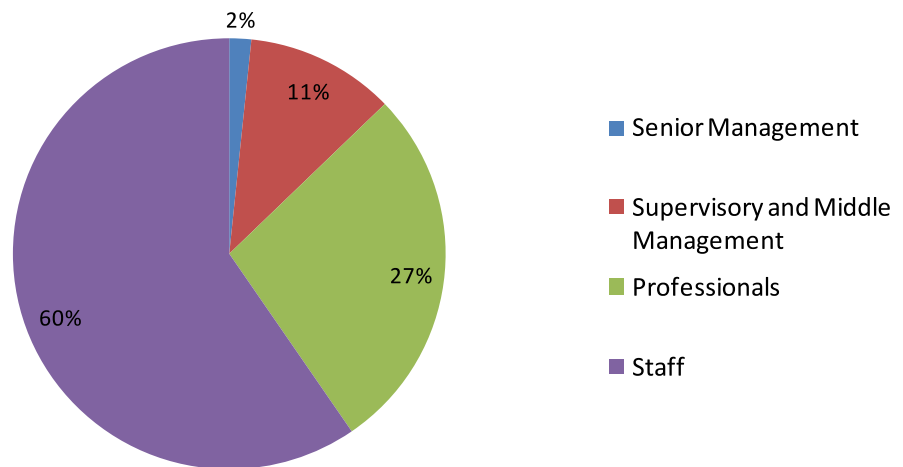
3.3 DISTRIBUTION OF INCUMBENTS BY AGE

The median age of the workforce is 26 as in 2008 i.e. slightly higher with 28 in the ICT sector and slightly lower in the BPO sector with 24.

3.4 DISTRIBUTION OF INCUMBENTS BY CATEGORY

The 5,598 incumbents covered by the survey are classified into 4 categories i.e. senior management, supervisory and middle management, professionals and staff. The % in each category is given in the pie chart below.

Distribution of incumbents by category



4 LIST OF SURVEY JOB POSITIONS

In the participant report a detailed analysis of remuneration data is presented for each job position as listed hereafter.

Code	Survey Job Title
Information and Communication Technology	
01	Developer 1
02	Developer 2
03	Developer 3
04	Web developer 1
05	Web developer 2
06	Web developer 3
07	Systems Analyst 3
08	Systems Analyst 4
09	Technical Team Lead
10	Project Manager 1
11	Project Manager 2
12	Assistant Technician 2
13	Technician 1
14	Technician 2
15	Technician 3
16	Infrastructure Team Lead
17	Infrastructure Manager / Technical Manager
18	Technology Expert
19	IT Unit / Department Manager 1
20	IT Unit / Department Manager 2
Business Process Outsourcing	
21	Call Centre Teleagent 1
22	Call Centre Teleagent 2
23	Call Centre Teleagent 3
24	Call Centre Team Lead I
25	Call Centre Team Lead II
26	BPO Operator 1
27	BPO Operator 2
28	BPO Operator 3
29	BPO Officer 1
30	BPO Officer 2
31	BPO Officer 3
32	BPO Supervisor I
33	BPO Supervisor II
34	Senior BPO Supervisor
35	BPO Manager / Operations Manager

Code	Survey Job Title
Quality Assurance	
36	Quality Control Operator 2
37	Quality Assurance Officer 2
38	Quality Assurance Officer 3
39	Quality Assurance Coordinator
Human Resources	
40	HR Administrative Assistant 2
41	HR Administrative Assistant 3
42	Human Resources Officer 2
43	Human Resources Officer 3
44	Human Resources Manager
45	Trainer I
46	Trainer II
47	Training Supervisor
Finance and Administration	
48	Office Attendant
49	Messenger / Driver
50	Administrative Assistant 2
51	Administrative Assistant 3
52	Administrative Services Manager
53	Accounting Clerk 2
54	Accounting Clerk 3
55	Accountant I
56	Accountant II
57	Financial Director
Sales and Marketing	
58	Sales Representative 2
59	Sales Representative 3
60	Sales Engineer 2
61	Sales Engineer 3
62	Sales / Account / Marketing Manager

5 SUMMARY RESULTS FOR KEY JOB POSITIONS

5.1 INTRODUCTION

In this document highlights are given for the following positions:

• Junior Developer	• Développeur Junior
• Technical Team Lead	• Chef de Projet Technique
• Junior Technician	• Technicien Junior
• Infrastructure Team Lead	• Resp. Cellule / Administrateur
• Junior Call Centre Agent	• Téléconseiller Junior
• Data Entry Operator	• Opérateur de Saisie
• Junior BPO Officer	• Agent BPO Junior
• Senior BPO Supervisor	• Chef de Plateau

Note: the median salary is the salary for which 50% of incumbents are paid below and 50% of incumbents are paid above this salary.

5.2 JUNIOR DEVELOPER / DÉVELOPPEUR JUNIOR

Job title	Junior Developer / Développeur Junior	
Job family	Information and Communication Technology	
Job profile	Reporting to the Technical Team Lead, the Developer is responsible for the design, implementation, testing and maintenance of IT applications.	
No of organisations	16	
Typical profile of incumbents	BSc Holder and above 0 to 2 years of experience	
	Average Entry Level Salary	Median Salary
Monthly Equivalent Basic Salary (Rs)	16,500	18,000

5.3 TECHNICAL TEAM LEAD / CHEF DE PROJET TECHNIQUE

Job title	Technical Team Lead / Chef de Projet Technique	
Job family	Information and Communication Technology	
Job profile	Reporting to the Project Manager, the Technical Team Lead ensures that IT applications are delivered as per requirements. Responsibilities include: team management, analysis, design, technical specifications, implementation, documentation, delivery.	
No of organisations	24	
Typical profile of incumbents	BSc Holder and above Minimum 3 years of experience	
	Average Entry Level Salary	Median Salary
Monthly Equivalent Basic Salary (Rs)	29,500	39,600

5.4 JUNIOR TECHNICIAN / TECHNICIEN JUNIOR

Job title	Junior Technician / Technicien Junior	
Job family	Information and Communication Technology	
Job profile	Reporting to the Infrastructure Team Lead, the Technician ensures the proper functioning of Information Systems and Networks through day-to-day monitoring, diagnostic, installation, maintenance, repairs and support.	
No of organisations	17	
Typical profile of incumbents	BSc Holder and above 0 to 2 years of experience	
	Average Entry Level Salary	Median Salary
Monthly Equivalent Basic Salary (Rs)	13,212	17,220

5.5 INFRASTRUCTURE TEAM LEAD / RESP. CELLULE / ADMINISTRATEUR

Job title	Infrastructure Team Lead / Resp. Cellule / Administrateur	
Job family	Information and Communication Technology	
Job profile	Reporting to Infrastructure Manager, the Infrastructure Team Lead coordinates a team of technicians and ensures the proper functioning of Information Systems and Networks through day-to-day monitoring, diagnostic, installation, maintenance, repairs and support.	
No of organisations	9	
Typical profile of incumbents	BSc Holder and above Minimum 3 years of experience	
	Average Entry Level Salary	Median Salary
Monthly Equivalent Basic Salary (Rs)	27,420	32,820

5.6 JUNIOR CALL CENTRE AGENT / TÉLÉCONSEILLER JUNIOR

Job title	Junior Call Centre Agent / Téléconseiller Junior	
Job family	Business Process Outsourcing	
Job profile	Responsible for inbound and / or outbound calls. Provides customers with information and / or handle customer requests. Updates the existing databases and follow up customer calls where necessary.	
No of organisations	12	
Typical profile of incumbents	SC and above 0 to 2 years of experience	
	Average Entry Level Salary	Median Salary
Monthly Equivalent Basic Salary (Rs)	6,830	8,125

5.7 DATA ENTRY OPERATOR / OPÉRATEUR DE SAISIE

Job title	Data Entry Operator / Opérateur de saisie	
Job family	Business Process Outsourcing	
Job profile	Enters data from source documents into IT applications, following a specific format. Compares data entered with source documents, controls and corrects data. May compile, sort and verify accuracy of data to be entered.	
No of organisations	7	
Typical profile of incumbents	SC and above 0 to 2 years of experience	
	Average Entry Level Salary	Median Salary
Monthly Equivalent Basic Salary (Rs)	5,000	7,009

5.8 JUNIOR BPO OFFICER / AGENT BPO JUNIOR

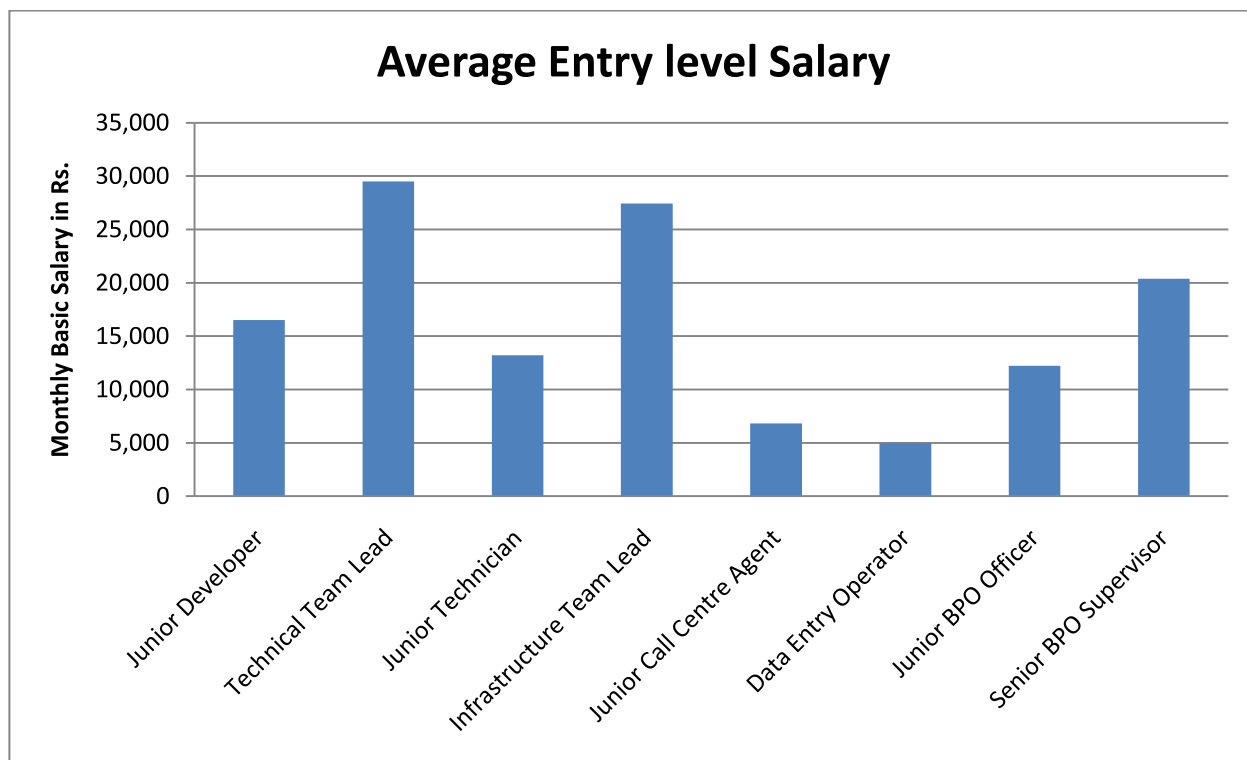
Job title	Junior BPO Officer / Agent BPO Junior	
Job family	Business Process Outsourcing	
Job profile	Responsible for the handling of a value-added business process (e.g. payroll, revenue accounting), according to standard operating procedures required by the process.	
No of organisations	9	
Typical profile of incumbents	HSC+3 and above 0 to 2 years of experience	
	Average Entry Level Salary	Median Salary
Monthly Equivalent Basic Salary (Rs)	12,210	15,420

5.9 SENIOR BPO SUPERVISOR / CHEF DE PLATEAU

Job title	Senior BPO Supervisor / Chef de plateau	
Job family	Business Process Outsourcing	
Job profile	Manages and supervises several BPO operations teams. Ensures that production objectives are achieved with the right level of quality, while meeting the deadlines.	
No of organisations	7	
Typical profile of incumbents	HSC + 2 / HSC + 3 Minimum 6 years of experience	
	Average Entry Level Salary	Median Salary
Monthly Equivalent Basic Salary (Rs)	20,380	32,620

5.10 SUMMARY CHART

In the summary chart below are the average entry level basic salaries for key job positions.



6 EMPLOYMENT AND REWARD PRACTICES ANALYSIS

6.1 OVERVIEW

In the participant report comprehensive information are provided on the employment and remuneration practices of participating organisations. 16 employment practice areas have been studied covering more than 170 dimensions. A breakdown of the employment practice areas is shown below:

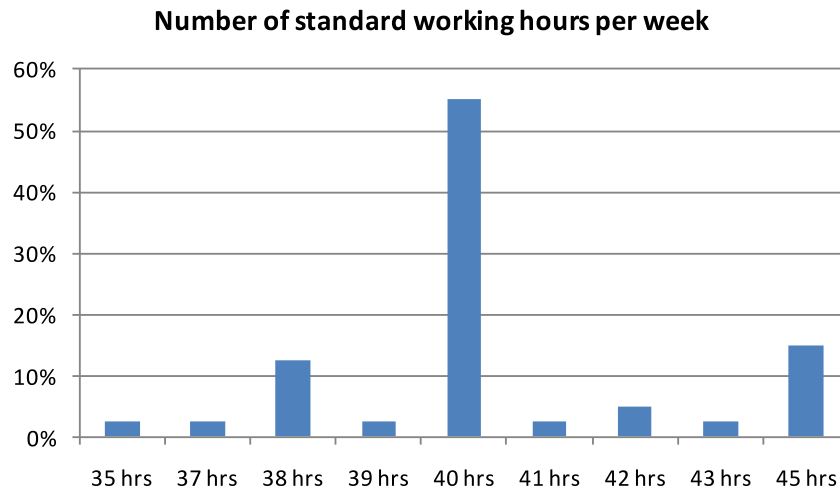
1. WORKING PATTERNS
2. ANNUAL LEAVE
3. SICK LEAVE
4. OTHER LEAVES
5. BASE-PAY POLICIES
6. BONUSES, INCENTIVES AND RECOGNITION
7. CAR BENEFITS
8. HEALTH CARE, DISABILITY AND DEATH BENEFITS
9. RETIREMENT BENEFITS
10. OVERSEAS TRAVEL BENEFITS / PASSAGE BENEFITS
11. LOAN BENEFITS
12. OTHER BENEFITS
13. RECRUITMENT
14. LABOUR TURNOVER
15. LEARNING, TRAINING AND DEVELOPMENT
16. REWARD STRATEGY AND EVALUATION.

A few examples extracted from the participant report are given hereafter.

6.2 WORKING PATTERNS

6.2.1 What is the number of working hours in a standard working week?

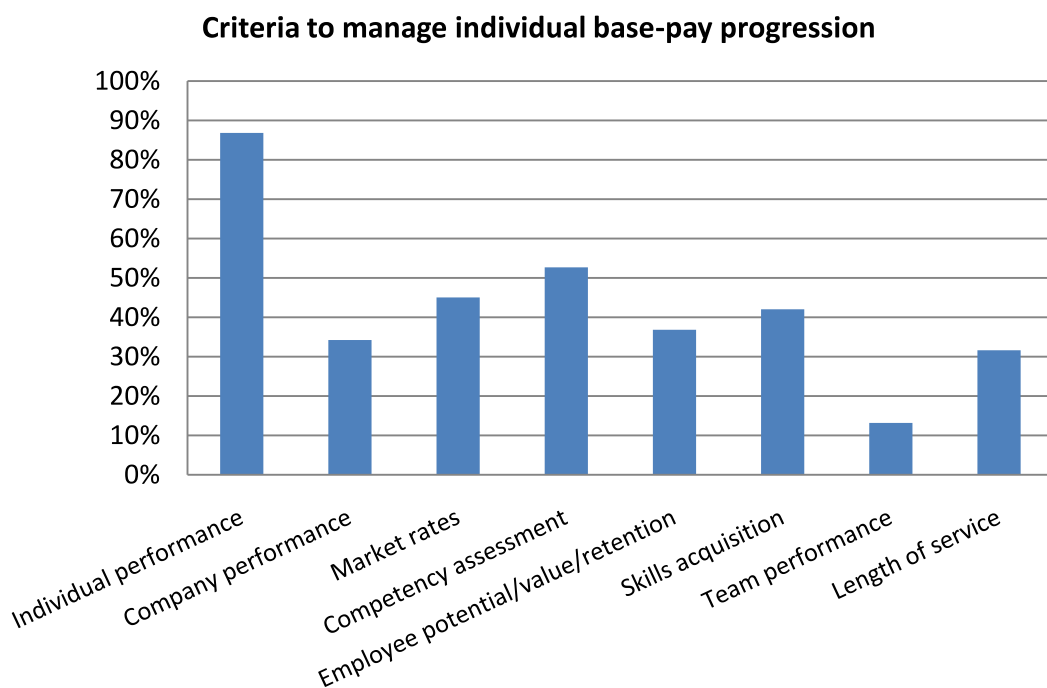
As shown on the bar chart below a majority of respondents operate on a 40 hour basis. While 3% of companies operate on a weekly 35-hour rate, 5% of them hail from the ICT sector and 7% generate a turnover of more than Rs 100 m. In comparison, 3% of companies operate 37 hours a week, 5% of which form part of the ICT sector, and 11% generate anything between Rs 50m but not exceeding Rs 100m.



Note: it excludes lunchtime, overtime, journey to the office and on call away from the workplace.

6.3 BASE-PAY POLICIES

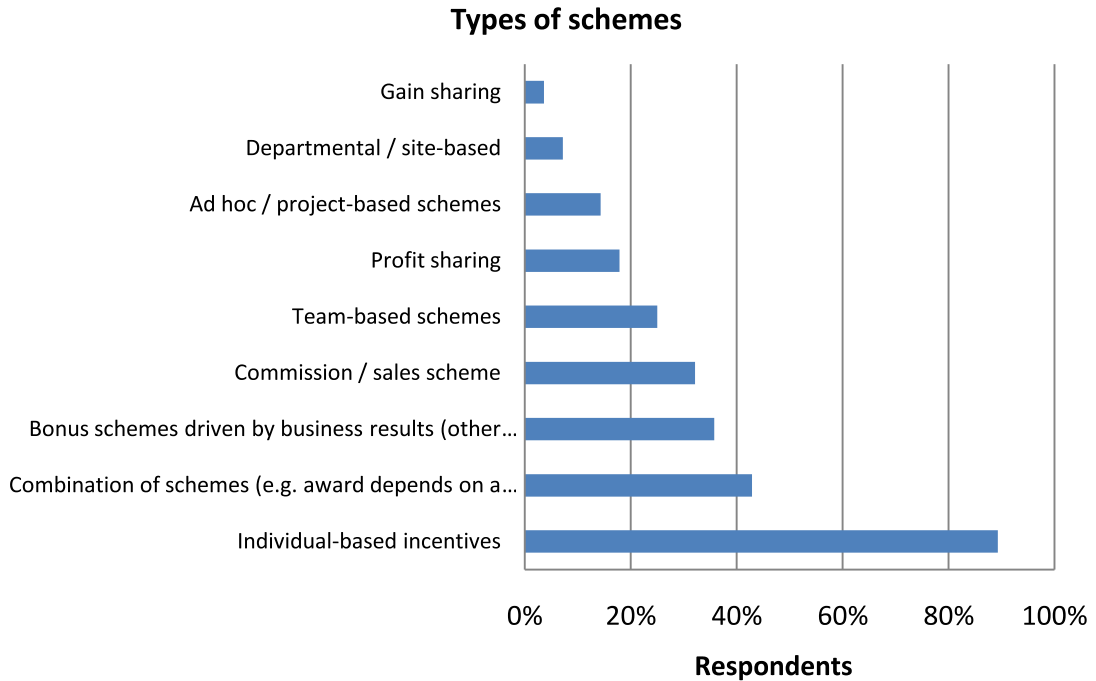
6.3.1 What criteria does your company use to manage individual base-pay progression for technical and professional staff?



6.4 BONUSES, INCENTIVES AND RECOGNITION

6.4.1 What type(s) of scheme(s) does your company operate?

As in 2008, a majority of respondents operate individual-based incentives.

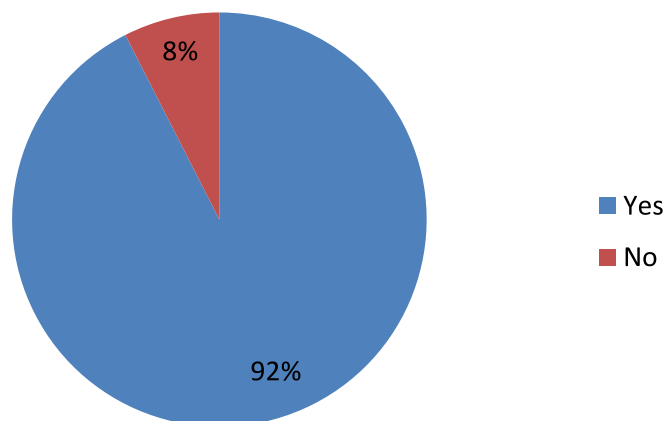


6.5 HEALTH CARE, DISABILITY AND DEATH BENEFITS

6.5.1 Does your company provide health care, disability and/or death benefits to its employees through a group insurance plan?

92% of respondents provide health care, disability and/or death benefits to its employees through a group insurance plan to their employees.

Health care, disability and/or death benefits

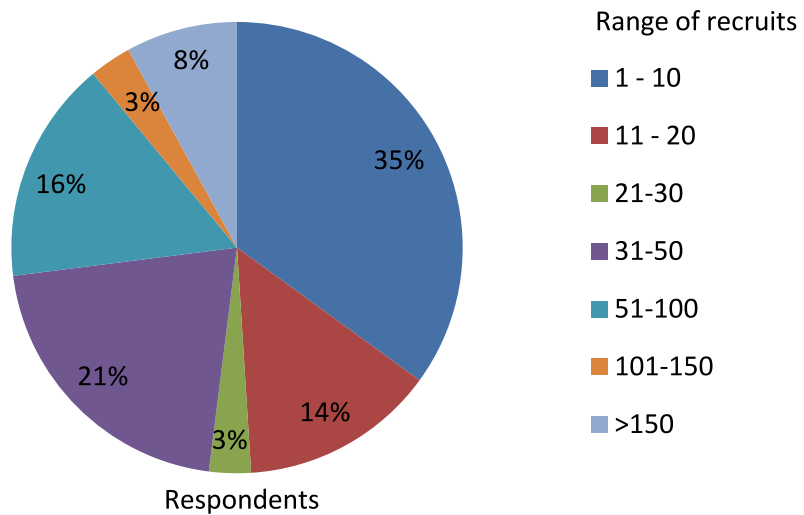


6.6 RECRUITMENT

6.6.1 How many employees does your company intend to recruit in the next 12 months?

Participants show intent to increase staff by more than 30% based on a total number of incumbents of 5,598. A breakdown is given in the table below.

Number of employees intended for recruitment



6.7 LEARNING, TRAINING AND DEVELOPMENT

6.7.1 Is there a training department in your company/group or a person responsible for training?

77% of respondents have a training department or a dedicated person for training.

Training department

