MAURITIUS PUBLIC SECTOR BUSINESS TRANSFORMATION
THE CONTEXT

This Strategy will underpin all transformation initiatives across the Public Service regardless of sector.

This is not about administrative reform. In fact it is not about reform at all. We have shifted away from the concept of civil service reforms and re-engineering, which is predominantly administrative and process based, to a vision of whole-of-government public sector business transformation. A whole-of-government approach is a systematic, integrated and coordinated way to effect change. It emphasises a collective response to the business of government as well as themes of national importance, creating a joint ownership model for implementation, action and results. This shift will have a longer lasting, more impactful effect and it will require a different type of institutional framework.

The values and principles set out here will inform and guide all areas of government improvement, innovation and transformation across the Public Service.

It will be practical, tactical and outcomes-based rather than theoretic, academic and bureaucratic.

It will take a common sense approach towards transformation, modernisation, improvement, innovations and change.
THE CONTEXT

This Strategy is a bottom-up, inclusive approach. Public Officers at all levels and cadres have engaged to provide their thoughts, hopes, aspirations, opinions, recommendations and vision for a new Public Service. Trade unions and federations, civil society organisations, academia, the private sector and other international organisations have been engaged in providing their views, ideas and recommendations.

Correspondingly, the Implementation and Action Plans will include a bottom-up, inclusive and integrated approach. Implementation will set out new institutional frameworks as well as build capability by expanding on local successes, local champions and home grown solutions through adaptive implementation, so that the systems already in place are stronger and work better.

Finally, the Strategy will be fit-for-purpose for Mauritius. More importantly, it will require and embed a shared-ownership, whole-of-government view and integrated approach to developing policy, setting priorities, planning, implementation and results.
THE CASE FOR CHANGE AND TRANSFORMATION

Where we are today
THE WORLD IS CHANGING

The role and accountability matrix for the Mauritius Public Service is becoming more complex.

The Public Service is shifting from dealing with single-focus issues to those that now require collaboration, horizontal and globalised thinking across different ministries, departments, agencies and organisations outside of government.

In addition, public sector governments across the Commonwealth are moving towards citizen-centred programme and service delivery. Sustained and inclusive economic growth and social development that sees citizens at the centre aligns with the Sustainable Development Goals.

In Mauritius, citizens are more informed, better educated and their expectations are constantly shifting and growing. There are rising demands and expectations by citizens for more efficient and effective services, including the need for greater citizen involvement and participation in design and delivery of public service programmes.

The institutions, structure, organisation and inter-relationships within and across the Public Service need to support this new dynamic.
DEVELOPMENT AND REFORM

The Public Service has been the backbone of social and economic progress in Mauritius for decades. It continues to play a pivotal developmental role in the growth of the country.

One of the central tenets of public sector reform is increased efficiency and ensuring the best use of public funds through eradication of duplication, overlapping mandates and functions; customer-centric service delivery and a high performing Public Service.

Mauritius has been taking steps towards reform and re-engineering for a number of years to keep pace with globalisation and society’s changing needs and demands. Much good work and thought have gone into establishing initiatives and programmes which now provide a strong foundation for this Strategy.

Reform is not a new concept; but a cohesive whole-of-government reforms strategy has not been developed. In addition, reforms are seen by many within the Public Service as the responsibility of the Ministry of Civil Service and Administrative Reforms; there is a limited sense of joint or shared ownership for the outcomes and results.
THE SITUATION TODAY

One of the strengths of the Public Service is its continuity and its ability to adapt when needed, and there are showcase examples to this effect in the Mauritius Public Service Government is where the tough problems come to be addressed and there are courageous people willing to take on these challenges to improve the quality of life for citizens and the world.

Creating the enabling environment for successful and long lasting transformation means that both challenges and barriers in place today will need to be addressed boldly and courageously.

The influence of culture, community and power divides are factors which have impacted and may continue to impact change and transformation.

The Public Service operates in an environment where the institutional framework either (i) does not fit the model of an adaptive, responsive public service, or (ii) the protocols and tools for decision-making and empowerment are not able to be fully utilised by public officers to effectively respond to today’s challenges.
THE SITUATION TODAY
More specifically:

• The organisation has rigid structures and is driven by rules, hierarchy, processes or self-imposed barriers that can be impediments to responsiveness, innovation and creating cross-cutting solutions

• There is limited collaboration in policy making and sharing of information to achieve common goals and a more results-driven, accountable Public Service

• Poor planning and coordination across key functions and units leads to conflicting priorities, lack of ownership and implementation inertia

• A top down management style results in poor communication (horizontal and vertical) as well as limited self-leadership, self-accountability or sense of collective responsibility among public officers

• Improvement initiatives, especially those underpinned by new training and learning, are not able to be applied in the workplace as this often is met with resistance to doing things differently. In addition there is limited evaluation on the return on investment for training, learning or professional development

• Employees generally lack a sense of belonging, connectedness and community as Public Officers yet they want to contribute to and be part of a new and different vision of the Mauritius Public Service
OUR VISION OF THE FUTURE

Public Service 3.0
OUR GOAL: PUBLIC SERVICE 3.0*

A new model of the Mauritius Public Service that is one entity, aligned to a common purpose, vision, goals, belonging and behaviours

A new service, knowledge and innovation-based institutional framework that supports a modern, smart country

Systems-wide synergies and performance excellence that underpins and connects all transformation, improvement and innovation initiatives

An organisation that is customer-centric, capable, competent, connected, fair, just and inclusive

A new ethos, where we choose integrity, transparency and principles over influence

*First iteration (1.0) of the Mauritius Civil Service was at independence in 1968 and the second iteration (2.0) came in 1992 when Mauritius became a Republic
WHAT IT WILL LOOK LIKE

Dynamic innovative people deliver quality service

Enabling Environment || Systems-Wide Synergies & Performance Excellence || National Development

Capacity & Scalability
WHAT IT WILL BE

Highly efficient, where performance, accountability, excellence and results are the standard way of doing business

Adaptive and responsive with a continuous focus on being a catalyst, facilitator and enabler of nation building, socio-economic development and realising the government’s vision

Citizen-centred in policy development and service delivery, informed by research, evidence and client feedback

Technology-enabled, open and forward-thinking, with smart practices and processes that continuously improve and have in-time adjustment

Cross-cutting and boundary-less in sharing information and knowledge, with a strong focus on integrated strategy and priority-setting, resource allocation, planning and execution

A merit-based workforce that is well-developed in both capacity and capability achieved through strategic human resource planning and talent development, learning, coaching and mentoring (the right person with the right skills in the right place at the right time)
CREATING THE ENABLING ENVIRONMENT FOR TRANSFORMATION

A Whole-of-Government Institutional Framework
THE INSTITUTIONAL FRAMEWORK

Public sector institutions, governance, inter-relationships, structure and organisational ethos are aligned in one common direction

A whole-of-government approach is used for public sector and business transformation and other initiatives of national importance

Integrated policy-setting, planning and decision-making drive results in priority areas through greater coordination, clarity on both goals and risks, planning, implementation and continuous measurement of and adjustment in performance (demand-driven, end-to-end, shared ownership)

Systems-wide synergies and performance excellence underpin and connect all transformation, improvement and innovation initiatives (consistency, uniformity, solutions-focused, value chain)

The highest and best use of all available resources is relentlessly pursued

Continuity, resiliency, sustainability and continuous improvement momentum carry on regardless of who is in charge, or what transitions are taking place

The Public Service is connected and aligned to one common purpose, vision, belonging and behaviours
THE INTER-RELATIONSHIPS & INSTITUTIONAL NORMS

Enable implementation, evaluation, assessment, adjustment and execution (we all own it: boundary-less and silo-free)

Allow a professional Public Service to give evidence-based opinions without fear or favour

Create the environment for open debates (within the Public Service and with stakeholders, citizens and clients)

Rise above culture, community, influence, status quo, comfort zone, power divides, entitlement and the inertia of poor performance

Create the right synergy, alignment, trust and accountability in the political/administrative interface

Develop shared partnerships, commitments and champions for change
THE STRUCTURE

Cascading levels of decision-making and decision-taking (a value chain that avoids duplication and ensures decisions are made where they will be most effective)

- Roles, responsibilities and boundaries are clearly set
- There is a collective accountability and responsibility (accountability is and is not the Supervising Officer). Moves from “mine” to “ours”
- There is a flattened hierarchy and cohesion that sparks innovation and initiative while balancing risk and control. Removes “red tapism” and enables empowerment
- Levels of supervision where needed (issues, people) are meaningful and value-added

Differentiates policy decision-making and operational decision-making

Takes a practical, tactical and common sense view on where things best fit, and adjusts as things change
THE STRUCTURE

The policy, legislative, regulatory and operational environment that is necessary for good governance is framed in such a way that it also allows leaders and public officers the ability to manage and work in an integrated, responsive, flexible and innovative manner while ensuring the highest standards of conduct, integrity and performance.
INTEGRATED POLICIES AND PRIORITIES: AN EXAMPLE

Government Agenda, Priorities & Objectives

A Secretariat for Cabinet to support Ministers, strengthen policy-making and move the Government’s agenda along (policy and legislative experts). Inter-Ministerial Committees on themes of national importance to set big picture policy thinking and drive results across whole-of-government. At the Ministerial/policy level: increases integration, shares decision-making, breaks down boundaries; supports one government approach.
At the Public Service and Administration level: integrated and joint planning, resourcing and implementation that supports Ministry(s) and Government objectives. A systematic, not ad hoc way to plan, allocate and prioritise workforce, financial, I.T. and infrastructure resources that eliminates competition between and within ministries. Creates a joint ownership model for implementation, action and results.
THE ORGANISATION

Has transformational leadership that actualizes the vision and builds momentum for change. Leadership that can enhance institutional capacities and remove barriers impeding innovation and improvement

- People can see themselves in the change (connectedness, belonging, purpose)
- Instills a sense of corporate identity and mission (esprit de corps).

Is nimble, flexible, fluid, dynamic, project and team-based (integrated, horizontal)

Keeps pace with societal changes and demands (client-centred, anticipative planning)

Can adapt and change in the midst of uncertainty

Recruits the brightest and best fit and actively develops and maintains its brilliant talent
THE ORGANISATION

Is evidence-based rather than intuition or influence-based; where research and data-analytics are used to inform policy, transformation initiatives and learning interventions

Is grounded in good governance

Is conflict-free and conflict of interest free

Recognises the physical environment has a direct relationship to productivity, engagement and change (tools, equipment, workspace, safety, wellness)

Uses mistakes as learning opportunities (intelligent mistakes)

Actively listens and encourages employee engagement and participation in decision-making

Creates an environment of dignity, respect, trust and value (fair and just)

Takes the time to celebrate accomplishments, milestones and the little wins

Acknowledges the path to transformation requires patience, conviction and adequate resourcing to see it through (steady, sustained, thoughtful approach)
SYSTEMS-WIDE SYNERGIES & PERFORMANCE EXCELLENCE

The Principles Underlying People, Process and Technology
Public sector transformation is not just about delivering savings, efficiencies and growth in the economy.

It also is about moving to customer-centric service delivery where government services and actions wrap around the client, the citizen and the employee, shifting from performing activities to providing service that keeps pace with the way society is changing.

A high performing Public Service (People) operates with efficiency and empowerment (Process) and is connected and collaborates (Technology) towards the same end-purpose: systems-wide performance excellence.
PEOPLE

Our Public Service will be an organisation where Public Officers can be:

Recognized for their professional expertise, professionalism, neutrality and integrity

Performance-driven as they implement the government’s agenda

Fearless and have a free exchange of ideas

Well-informed

Curious and aspirational

Confident, capable and competent

Facilitators and enablers of national development and a modern country

Passionate and proud
PEOPLE

Contributing to the way forward by being aligned in thought, vision, purpose and objectives

Working in one public service organisation that is a community: connected, integrated, consistent where vertical silos have been replaced with horizontal and cross-functional systems, teams, processes and delivery

Supported in change and transformation, where they are an important link in the chain

Engaged, where they make a personal investment, where their voice is heard and the organisation actively listens

Inspired by role models and leaders who demonstrate a New Public Service mindset, attitude and behaviours

Continuously learning, developing new skills and sharing knowledge

On track to a meaningful career path that is supported by workforce planning, talent development and leading-edge human resource management practices
The Public Service is moving towards facilitators and major change agents of social and economic growth for national development. In the same way that the Public Service will be more adaptive, responsive and customer-centric, its processes need to transform to be rapid, responsive, efficient, empowering, cross-cutting and technology driven.

To enable transformation in the Public Service, process should be built on these underlying principles and values:

• A strong client-focus where services and actions wrap around the client, changing the relationship dynamic and increasing the level of listening and trust

• Integrated planning, design and implementation so that projects and priorities have the right people, funding, resources, logistics, infrastructure and a shared responsibility for the risk, the outcome and the success

• An alignment between the governance, policy, legal, operational and performance frameworks to facilitate unbiased, ethical, responsible and collaborative decision-making
PROCESS

• Objective-oriented systems that reflect emerging trends and the needs of citizens, clients and employees

• Standardisation and consistency in practice and service with a focus on continuous improvement, learning and adjusting

• Deliberate and dynamic ways to capture institutional knowledge, helping to ensure resiliency which is critical during times of transition

• Utilisation of needs and situational analyses and readiness assessments to help inform decision-making

• A change and transformation focus that emphasises performance, results, new behaviours and mindsets
Information and communication technologies are powerful instruments to drive both change and transformation in people as well as deliver savings, efficiencies and growth in the economy. Technology is a lynchpin and catalyst that facilitates a shift away from low value processes and work to investing time in high value productivity and quality.

Digital transformation and moving towards a digital society will accelerate service excellence, knowledge mobilisation and innovation within the Public Service, helping to realise a key component of this strategy.

To enable public sector transformation, the digital/technology environment should be built on these underlying principles and values:

• Support and facilitate the one government approach by crossing borders, jurisdictions and mandates

• Improve performance and efficiency through greater accuracy, agility, economy in services and knowledge optimisation

• Create innovative ways for customer-centric service delivery and feedback mechanisms
TECHNOLOGY

• Strategically inform policy and decision-making

• Embed joint ownership on technology-related transformation projects through integrated and cross-cutting planning, decision-making, resourcing, reporting and results

• Create collaborative delivery partnerships that are highly networked through the smart use of people, process and technology

• Promote education, learning and continuous development within and across the Public Service through multi-modal knowledge management platforms that connect public officers, sectors and communities of practice
CAPACITY & CAPABILITY DEVELOPMENT

Systems-Wide Capacity Development and Human Resource Development
A key vision outlined by Government is “an integrated, dynamic and forward-looking public service that is imbued with global thinking abilities, new forms of managerial and leadership skills, political impartiality and socially responsible attitude...taking a whole-of-government approach, requiring institutions and agencies to work in a collaborative mode and think across organisational boundaries”. Capacity and capability development can enable this vision

In this context of public sector and business transformation, capacity and capability development is about creating the platform to align the institutions, structures, organisations and inter-relationships within the Public Service so that systems-wide synergies and performance excellence can occur.

It also is about setting the path for behavioural, cultural and mindset shifts necessary to move forward on the transformation agenda.
SYSTEMS-WIDE CAPACITY DEVELOPMENT

Whole-of-Government or Systems-Wide Capacity Development focuses on two key elements:

1. Developing an adaptive and responsive public service; and
2. Developing policy, service and performance excellence
Developing an Adaptive and Responsive Public Service

- Changing, Adapting, Innovating, Transforming
- Institutions, Government, Governance
- Public Service Orientation
- Customer-Centred Culture
- Ethics and Values
- Performance Excellence
- Technology Transformation
- Transformational Leadership
- Commitment to Quality Public Service
- Connected, Community, Common Purpose

30/01/2017
Developing Policy, Service & Performance Excellence

- Policy Development & Policy Advice
- Strategic Planning
- Project Management
- Public Sector & Business Transformation
- Monitoring, Evaluation, Adjustment
- Customer-Centric Service Delivery
- Performance, Action & Implementation
- Partnerships, Collaboration, Synergies
- Knowledge Management & Information Sharing
- Integrated and Horizontal Planning & Delivery
- Research & Innovation
- Financial, Resource & Workforce/HR Planning and Management
- Legislation and Regulations
- Technology

30/01/2017
HUMAN RESOURCE DEVELOPMENT

Human resource development focuses on three key elements:

1. Human Resource Development Principles;
2. Developing Public Officers; and
HUMAN RESOURCE DEVELOPMENT PRINCIPLES

1. **Attract, motivate, maintain diverse talent**: the Mauritius Public Service is an employer that can attract and maintain a diverse, capable and skilled workforce.

2. **Strengthen skills, competencies and capacity**: continuous learning and competency development, growth and career advancement; succession management and talent development; leadership development and leadership excellence.

3. **Create a more efficient organisation**: the Public Service is a flexible organisation ready for business transformation; it has high performing and engaged employees; it utilises strategic workforce planning to facilitate highest and best use of resources and talent.
DEVELOPING PUBLIC OFFICERS

Public Officers at all levels across the Public Service:

1. Responding to today’s challenges and anticipating tomorrow’s needs; and

2. Supported and developed by a fair and objective human resource system that meets the demands of an adaptive, responsive and high-performing workforce
RESPONDING & ANTICIPATING

- Information Technology
- Continuous Learning and Knowledge Exchange
- Leadership at all Levels
- Performance Driven
- Business Thinkers (Facilitators & Enablers)
- Decision Making
- Coaching and Mentoring
- Management and Supervision
- Technical Expertise
- Communications
- Customer/Client Driven
- Problem Solving
- Political Impartiality and Professional Neutrality
- Ethics Corruption-Free Good Governance
- Critical Thinking and Critical Reflection
- Developing Public Officers
- Good Governance
- Business Thinkers
- Information Technology
- Continuous Learning
- Decision Making
- Leadership
- Coaching
- Management
- Technical Expertise
- Communications
- Customer
- Problem Solving
- Ethics
- Corruption-Free
- Good Governance
- Leadership at all Levels
- Coaching and Mentoring
- Management and Supervision
- Critical Thinking and Critical Reflection
- Developing Public Officers
SUPPORTED AND DEVELOPED BY THE RIGHT SYSTEM

A fair and objective human resource system that meets the demands of an adaptive, responsive and high-performing workforce, through such pillars as:

- Public service orientation and values to create the right mindset from the beginning (connection to public service, integrity and excellence and the mission, vision and purpose of the Public Service)

- Leadership and team development: high quality results, strong performance and connection to vision, mission and goals requires effective leaders and teams. It also requires an understanding that there is a leadership role for each of us to play no matter what title or position we hold to ensure that the Mauritius Public Service is a world-class organisation in every sense (leadership at all levels)
Supported and Developed by the Right System

- Workforce planning and development that takes a longer term view and actively plans for the future (capacity and scalability)

- Recruitment, appointment, promotion and transfer modernisation (right fit first time, posting people where their skills will be of most use, talent development, succession planning and knowledge mobilisation)

- Technical, behavioural and cross-functional and cross-cutting competency development

- Career development (the pathway is multi-pronged and is nurtured rather than left to chance)

- Employee engagement and participation: achieving organisational results and workplace commitments (job satisfaction, commitment to organisational goals, ongoing performance conversations, esprit de corps, promoting ideas, innovation and recognition) which improves performance, service delivery, knowledge exchange and innovation
Strategic Human Resource Management (SHRM) is an approach to managing human resources that supports long-term business goals and outcomes within a strategic framework (Chartered Institute of Personnel Development, U.K.).

This Public Sector and Business Transformation Strategy has set the path towards strategic human resource management as part of the Capacity and Capability Development Framework.

This whole-of-government human resource management and development approach will transform the focus, vision, strategic goals and structures of both (a) institutions and organisations that inform, deliver and support human resource strategy, policy, planning and operations, and (b) the human resource cadre itself.
DEVELOPING THE HUMAN RESOURCE CADRE

• Shifts to a strategic, value added business partner (business thinker)

• Professional: recognised across the Public Service for their knowledge, innovation, facilitation, agility and responsiveness

• Customer-centric and service-excellence driven

• Develops areas of subject matter expertise (rapid response teams approach)

• Monitors, evaluates, adjusts using research, evidence, trends (critical thinking): leading-edge practices that are fit-for-purpose for Mauritius

• Uses modern solutions-oriented tools and processes

• Demonstrates and models leadership commitment for the transformation agenda

• Has strong and supportive working relationships with top management

• Empowered and trusted to take decisions (the hierarchy model is flattened and operational decisions are decentralised to where they are most effective, efficient, responsive and quick)
IMPLEMENTATION OVERVIEW

Implementation Plan is dependent on approval of the Strategy

Goal: Maximum impact in the first 24 months
IMPLEMENTATION

Implementation and action plan(s) for short, medium and long term transformation activities will be developed to support the Strategy.

The Implementation plan will be a bright, positive vision that also takes the tough decisions.

It will encourage government to continue the sense of urgency and commitment to drive implementation and results because it is the right thing to do. It will set out a sustainability path to live on past the end-date of this project.

It will stress and remind all public officers that transformation is jointly owned: it cuts across all our institutions, organisations and individuals. It does not live in one specific Ministry or organisation.
IMPLEMENTATION

The Implementation plan will be set out in phases:

• 6 – 12 months: small changes that will lead to big results
• 12 – 24 months: systemic changes, and we start to see the new mindset and culture
• 24 – 48 months: 70% of all actions are implemented, being monitored, evaluated and adjusted as needed
• 48 months and beyond: next generation continuously evolving world class Public Service

It will be supported by counterpart teams, working groups and cross-cutting committees to execute whole-of-government actions and outcomes

It also will seek to build capability by expanding on local successes, local champions, showcase studies and home grown solutions through adaptive implementation, so that the systems already in place are stronger and work better
PRINCIPLES IN DEVELOPING IMPLEMENTATION PLAN

1. An integrated and partnership model for implementation (joint ownership) will be used

2. Frame all our actions and decisions against this guideline: what is our overall intention? What is the outcome or results we need for this to be successful?

3. Clearly set out:
   i. where to be bold and leapfrog rather than small incremental steps;
   ii. where to be bold in making purposeful interventions, clearly setting out what has to be changed and what has to be stopped (exit strategies);
   iii. where to have concurrent initiatives;
   iv. where to use scaling, sequencing and a more incremental method;
   v. where to provide the space for encouraging flexibility and adaptation (showcase studies);
   vi. where we need to be inward-looking and where we need to be outward-looking (national, regional, global; non-state organisations, voluntary organisations, citizens and the community; networks; academia; research bodies);
   vii. what we can do to every day to make the whole system better; and
   viii. where we need to think longer-term (5+ years) to allow for full implementation and assessment because expediency does not always make for good policy
PRINCIPLES

5. Changes in the institutional framework have to result in government performance, productivity and efficiency improvements (cannot just strengthen things at the centre but also have to see improvements downstream at Ministry-level)

6. New public sector management and accountability frameworks that facilitate work across boundaries and portfolios will be required

7. Clearly identify the cost factor: how we use the resources and budgets that are already in place, identify where any new investments might be required (should not be burdensome) and reallocate any savings from efficiency improvements

8. Identify non-structural ways of achieving improved focus and coordination (doing things differently and doing different things)

9. Have a dual on focus institutional incentives (enabling) and robust governance

10. Set out organisational and individual rewards and incentives (formal and informal)
SEQUENCING AND LEAPFROGGING

Leapfrog: bold quick action rather than sequencing

6-12 months
Small inclusive gestures or bold decisions that lead to big results

12-24 months
Systemic & culture changes

24-48 months
Public Service 3.0

48+ months
Next generation continuously evolving Public Service

Maximum Impact

70% complete
## Immediate future

<table>
<thead>
<tr>
<th><strong>BOLD DECISIONS (show value)</strong></th>
<th><strong>SYSTEMIC CHANGES</strong></th>
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<tbody>
<tr>
<td><strong>Institutional, governance and leadership changes</strong></td>
<td><strong>1. New public sector management and accountability frameworks that facilitate work across boundaries and portfolios</strong>&lt;br&gt;- Dedicated pools of rapid response, subject matter expert cross-functional teams and internal consultants (“home grown” capabilities)&lt;br&gt;<strong>2. Policy, Service and Performance Excellence framework in place</strong>&lt;br&gt;<strong>3. Nonstructural changes for improved focus and coordination</strong>&lt;br&gt;- Policy vs operational and strengthened technical - administration interface and decision making&lt;br&gt;<strong>4. Strategic human resources</strong>&lt;br&gt;- Modernised, digitally-enabled recruitment, training/learning, capacity building, job descriptions, talent management&lt;br&gt;<strong>5. PSC capacity development (pool of Commissioners, modern HR practices) and transparency in practices, efficiency, results</strong>&lt;br&gt;<strong>6. Research informs policy and decision-making (SPU, PSBT et al coordination)</strong></td>
<td><strong>1. All Transformation Frameworks in use. Tangible examples of results</strong>&lt;br&gt;<strong>2. Ministries, departments, agencies executing strategic planning, strategic foresight, strategic workforce and financial/resource planning, impact evaluations (individual and sectoral/cross-cutting/integrated)</strong>&lt;br&gt;<strong>3. Structural changes</strong>&lt;br&gt;- Meaningful levels of supervision/hierarchy&lt;br&gt;- Alignment with changes 1-6 in Bold Decisions&lt;br&gt;<strong>4. Citizen, private sector, NGO involvement in government design and delivery of programs (so that the public sees change is real). 1 - 2 hallmark examples showing that transforming the public service has been for the social development and economic prosperity of Mauritius and the citizen/client experience</strong>&lt;br&gt;<strong>5. Centrally-pooled Open Data for informed decision-making, policy and programming, learning and development, monitoring and impact evaluations</strong>&lt;br&gt;<strong>6. Research informs policy and decision-making (SPU, PSBT et al coordination)</strong></td>
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| 1. Cabinet endorses Strategy by 6TH Feb 2017 | 2. Transformation Steering Council, working groups, counterpart teams, high level advisory teams begin actions<br>**3. Cabinet Secretariat created – a concurrent initiative** with #4<br>- Strengthened policy making & integrated planning<br>- Strengthened political-administrative interface<br>- Public Service Bill introduced in N.A. 2017<br>4. Ministry of the Public Service<br>i. Public Sector Business Transformation Bureau created (appellation to be confirmed)<br>ii. HR Strategy Secretariat created to support Head of the Public Service<br>iii. HR Policy, Programmes, Planning<br>iv. HR Operations<br>5. Announce changes to PRB and PSC<br>**6. Adaptive and Responsive Public Service framework developed (modern, forward-looking and citizen-centred)** | 30/01/2017

**PSBT STRATEGY 49**
<table>
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<tr>
<th>Immediate future</th>
<th>12 - 18 months</th>
<th>18 - 24 months</th>
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<tr>
<td><strong>SMALL INCLUSIVE GESTURES</strong></td>
<td><strong>CULTURE AND BEHAVIOUR CHANGES</strong></td>
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<tr>
<td>1. Employee Engagement Survey</td>
<td>1. Leadership development at all levels within the Public Service</td>
<td>1. Leadership development (ongoing, continuous investments)</td>
</tr>
<tr>
<td>2. Strategy and Implementation Plan consultations, marketing, outreach with vast array of Public Officers, stakeholders, clients</td>
<td>2. Developing Public Officers framework in place</td>
<td>2. Open Data and transparency in process, performance and results (online tools and repositories and open access to decision-making empowering public officers, internal and external “performance cards”, citizen engagement regarding continuous improvement)</td>
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<tr>
<td>• Multi-modal, multi-media internal and external Communications Program underway</td>
<td>3. Rewards and incentives (institutional and individual) pilot programs in place</td>
<td>3. Engaged and connected staff (common purpose, objectives, goals, vision that inspires public officers to give their best towards the development and betterment of their country)</td>
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<td>3. Participatory decision making at each Ministry (inclusiveness using Registrar of Companies and Procurement Policy Office as examples of good practices)</td>
<td>4. Continuous learning and professional development investment plans (joint ownership employee/employer)</td>
<td>4. A culture of passion, purpose and performance excellence begins to show</td>
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<td>4. Leadership development – Head of Public Service accountability</td>
<td>5. A culture of collective accountability and responsibility begins to show</td>
<td>5. An adaptive and responsive Public Service is developing</td>
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<td>• Senior leadership dialogues (PS and SCE twice per year on change, transformation and government policy and priorities). First dialogue to be held by 31st March 2017</td>
<td>6. A culture of performance responsibility begins to show</td>
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<td>• Mentoring dialogues (CTOs and other technical Heads, APS, DPS, PS, SCE once per year: networking, connecting, priorities, talent and capacity building) – by 31st March 2017</td>
<td>7. Implementation Partner Capacity Building (e.g. Stakeholders, Parastatals, trade federations)</td>
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