



Update

A Public Sector Newsletter

...a professional public service committed to excellence

A publication of the Ministry of Civil Service and Administrative Reforms

Issue No. 6 - April 2016

Vision 2030

SAJ « I want public servants to act like passionate facilitators for achievements to happen »



Public Service Excellence Award 2014



The Deputy Prime Minister handing over the Grand Winner Award to Registrar-General's Department



Interview



« I will do my level best to bring the public service a step further »

Honourable Alain Wong, MSK Minister of Civil Service and Administrative Reforms

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VISION 2030: NEED FOR CHANGE AND INNOVATION

The Prime Minister invites the Nation to embark upon Second Economic Miracle



The Prime Minister, Sir Anerood Jugnauth, calls for the private sector, the public service and the population at large to team up with his Cabinet to confidently embrace and own the economic agenda with a view of achieving the Second Economic Miracle.

This drive which would put Mauritius into the league of high income economies was delivered at the launch of the High Powered Committee on Achieving the Second Economic Miracle and Vision 2030, on Saturday 22 August 2015 at the Cyber City in Ebène. “As a Nation, we need to be ambitious; we need to believe in ourselves,” stressed the Prime Minister as he urged the Nation to believe that the second economic miracle is well within its reach.

The ambitious economic target which Mauritius is expected to achieve is an average growth rate of 5.5% annually as from 2017, and a GDP per capita

of far more than 13,500 US dollars by the year 2018. “I am confident that with the concerted effort of one and all, we shall achieve it,” averred the Prime Minister.

An Economy centred on the People of Mauritius

Outlining his vision for Mauritius, the Prime Minister stated that the economy has to be at the service of the population with the focus on the People of Mauritius. To that effect, the Prime Minister said that he is personally driving and monitoring four key focus areas to ensure the economic well-being of the people. These four key focus areas are: Addressing unemployment; Alleviating,



Exchange of Mauritius and other International Stock Exchanges namely the National Stock Exchange of India, the Johannesburg Stock Exchange and the Singaporean Stock Exchange in order to list and trade International financial products in US dollars in Mauritius; and pursuing the expansion strategy of the capital markets to attract world class liquidity providers, international broker firms, investment banks and fund managers, among others.

As regards, **the Innovation, Technology and Communication sector**, the Prime Minister is of the



As a Nation, we need to be ambitious; we need to believe in ourselves

if not eradicating, poverty; Opening up the country and new air access policies; and Sustainable development and innovation.

"Moreover, the economic model which has been chosen for the development of the country will be centred on a number of core areas to fundamentally transform the economy", said the Prime Minister.

Mauritian potential high economy growth sectors

The first of these core areas is a revamped and **dynamic manufacturing base** with clearly identified focus on promoting high end, precision driven and technology enabled manufacturing in the country.

Another economic growth pole will be the development of **an Ocean industry** through the judicious exploitation of the Exclusive Maritime Economic

Zone. Among its extensive possibilities are the setting up of fishing and seafood processing facilities locally, the development of fishing ports in the country to transform Mauritius into a major regional fishing centre, making of Port Louis a major port in the region as well as a leading regional petroleum hub, as well as enhancing cruise traffic and cruise linked activities in Mauritius benefitting the tourism and port industries.

The Government has also its sights firmly on **the Services sector** which is enjoined to embrace higher value added services and activities. To this endeavor, several initiatives have been put forward: boosting Mauritius into a vibrant and sophisticated International Financial Services Centre of substance; establishing partnerships among the Stock

view that this key sector should graduate to the next level by moving towards the provision of high end activities like software and animation development, big data analytics, disaster recovery and cloud computing, and through the creation of a techno entrepreneurship culture in Mauritius. An important component of the innovation strategy is to transform Mauritius into a SMART island, which would make the country the home and model for innovation in this part of the world. The aim is to embed the use of technology in the day to day life of every Mauritian, entailing that government services, businesses, lifestyle as well as physical infrastructures would be centred on digital infrastructure.

A core area that is expected to transform the economy is

the field of **Life Sciences and Research and Development**. "Mauritius", deemed the Prime Minister, "has an immense potential as a regional hub for healthcare and medical services as well as a medical education centre of excellence for Africa".

The **Higher Education Sector** can also emerge as a strong pillar with robust growth.

Mauritius as a truly competitive economic partner for Africa

Furthermore, the Prime Minister indicated that he is giving particular importance to the role of the country as a key partner in ensuring the economic development of many countries in Africa, with the significant benefits accruing to Mauritius. To that effect, the Government is adopting the Africa Strategy to make of Mauritius the regional platform for trade, investment and services.

Hence, Mauritius has signed MOUs with several countries in Africa for the development of Special Economic Zones, including Ghana, Senegal and Madagascar. Negotiations are also ongoing with the Ivory Coast and Zambia for collaboration in other fields.

Recalling that more than 80 Mauritian companies have already invested across the continent, the Prime Minister encouraged Mauritian firms to expand their footprints across the continent, in order to generate more value for Mauritius and in a bid to further expand the economic space and ultimately the Gross National Product. "We stand great chance to emerge as a truly competitive economic partner for Africa," stated Prime Minister Jugnauth.

Civil service urged to defy routine

The Prime Minister also seized the opportunity to send a strong



I expect you to be active drivers in the nation building process. I want a new mind-set that focusses on national targets rather than on routine administrative jobs only

message to the civil servants and staff of public institutions. "I expect you to be active drivers in the nation building process. I want a new mind-set that focusses on national targets rather than on routine administrative jobs only," highlighted the Prime Minister. Calling on civil servants to act like passionate facilitators for achievements to happen, the Prime Minister pointed out the necessity for public service to be efficient and creative.

While underlining that success in delivering on the economic agenda will largely depend on mind-set and determination to make things happen, the Prime Minister invited civil servants and private sector leaders to be his partners in making Mauritius an exemplary and modern country where everybody is part and parcel of the wealth creation process.

Implementation of the Vision 2030 Blue Print

It is noted that a National Advisory Council under the Chairmanship of the Secretary to Cabinet and Head of the Civil Service has been set up to provide strategic oversight and facilitate cross-collaboration among relevant agencies to move things forward. This National Advisory Council which has already started its

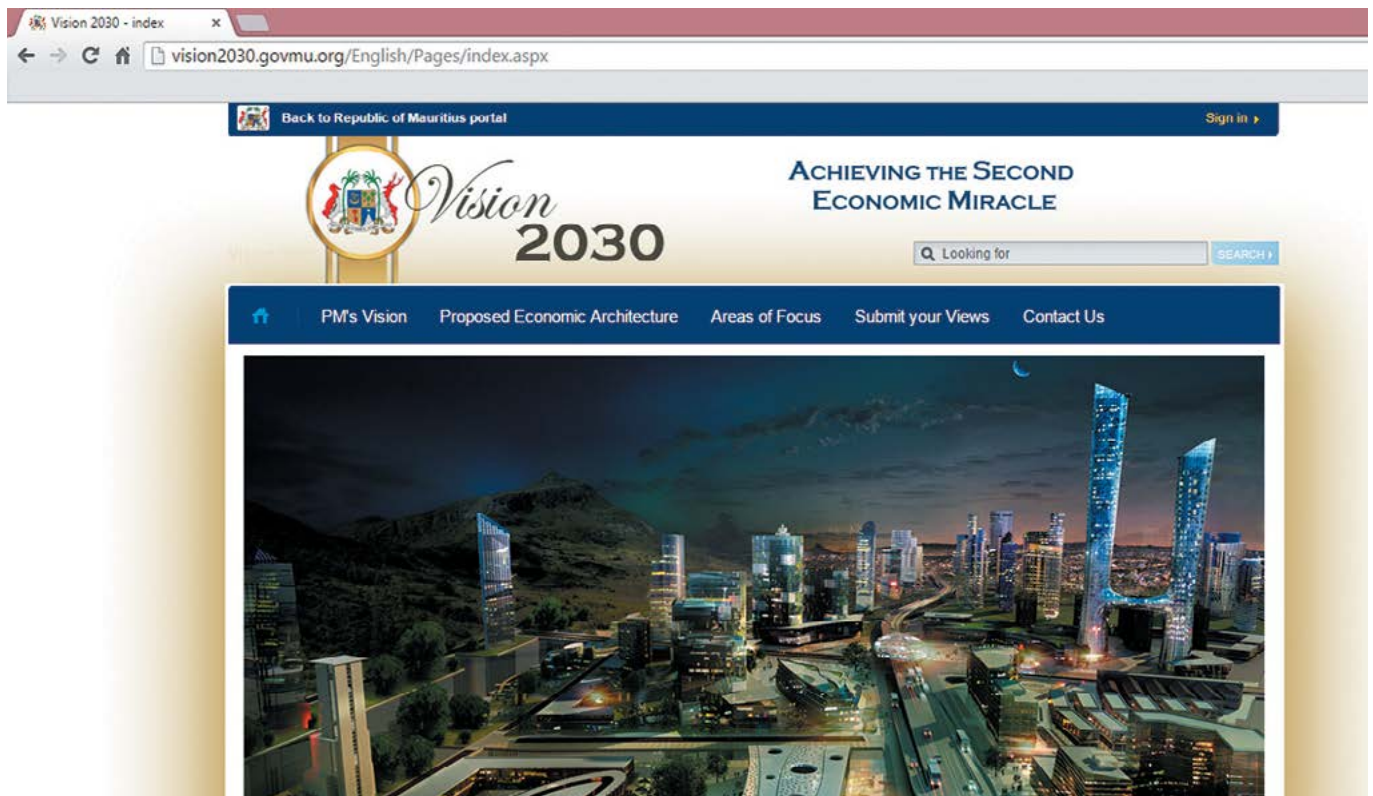
work comprises a core team of senior advisers, high calibre professionals, strategic thinkers from the private and public sectors and will eventually include international experts.

The Council reports directly to the Prime Minister who is the Chairperson of the Vision 2030 High Powered Committee, known as the "High Powered Committee on Achieving the Second Economic Miracle and Vision 2030". The Committee meets as often as needed to further enhance business facilitation and deliver on investment targets.

The National Advisory Council has already set up four working task forces comprising heads of ministries and departments, advisers and private sector specialists. These task forces are charged with responsibilities with regards to strategic thinking and developing action plans in connection with immediate priorities like air access policy, poverty alleviation, employment creation and Sustainable Development through Innovation. Representatives of NGOs, trade unions as well as stakeholders are also part of the task forces as and when necessary.

VISION 2030 BLUEPRINT

Together let us shape the future destiny of our country by contributing to the Vision 2030 blueprint



'Own your future, be part of the vision'! Mauritians from all walks of life, too, can have a voice in determining the country which they want for themselves and their children.

The Prime Minister's Office has issued a communiqué urging Citizens of the Republic of Mauritius to share their views and suggestions on the ways and means to achieve the Second Economic Miracle.

The population has the responsibility to make a meaningful contribution to the society of which he or she is a part of. A web platform has thus been launched, <http://vision2030.govmu.org>, where one can not only peruse the 'Vision 2030, Achieving the second Mauritius economic miracle blueprint' but do one's part by submitting proposals on how to transform Mauritius from a middle income economy to a high income country status.

Reflections can revolve around the courses of action to bring about modern infrastructure, high skills and state-of-the-art technology, improved quality of life, global connectivity, sustainable development and social inclusiveness, among others. Views and suggestions should also take into account the changes to be accomplished by 2020, 2025 and 2030, and the way to realise them.

Submission of views and suggestions can be effected through either email at vision2030@govmu.org or fax on 201 3839 and 211 7524.

PM'S MESSAGE TO THE NATION ON INDEPENDENCE AND REPUBLIC DAY

Government well on track to propel Mauritius into new stage of development



Guest of honour the Malagasy President Hery Rajaonarimampianina with H.E The President and the Prime Minister

In his message to the Nation in the context of the 48th Anniversary of Independence of Mauritius and the 24th Anniversary of its accession to the status of a Republic, the Prime Minister, Sir Anerood Jugnauth, expressed his confidence that the Government is well on the way to build a new future for the country.

“We are on the right path to propel the country into a new stage of development with major infrastructure projects namely Airport City, Heritage City, Jinfei Economic and Cooperation Zone, port development, and construction of new roads, bridges, flyovers, and drains, among others, scheduled to start in the coming months.”

As he listed the expected benefits such as the new economic opportunities for Mauritius in the tourism, business, trade and investment fields, following the establishment of an air corridor between Asia and Africa using Mauritius and Singapore as hubs, the Prime Minister said that the construction of a second terminal at the airport would

soon have to be considered.

Reiterating that the time for the economic take-off is in 2016, Sir Anerood Jugnauth insisted that the trickle-down effects of these various upcoming major projects will materialised in the forms of job creation, improved standard of living, and enhanced purchasing power.

Moments of pride and reflection

In the opening lines of his address, the Prime Minister, called on the country, from the top to all the way down, to work together for a stronger and better Mauritius.

Sir Anerood Jugnauth invited the population to look back to what has been achieved, since as a Nation, we decided to take charge of our destiny, namely the first economic miracle and the welfare state with its provision of free education, health care and universal pension.

“The National Day celebrations are a time of pride as we all stand together behind the quadricolour flag and commemorate with patriotic zeal the arduous journey throughout the 48 years of Independence of Mauritius and 24 years of accession to the status of a Republic.”

The appeal to look forward, which was stressed in his new year's message, was also renewed as the Prime Minister urged the population to realise where we were, to where we are going next.



The National Day celebrations are a time of pride as we all stand together behind the quadricolour flag and commemorate with patriotic zeal the arduous journey throughout the 48 years of Independence of Mauritius and 24 years of accession to the status of a Republic

**Nou destin dan nou lame -
Our destiny indeed lies in
our hands**

The Prime Minister moreover elaborated with force and eloquence on the key ingredients to success. "Honesty and integrity must be upheld and maintained," underlined the

Prime Minister while calling for discipline and responsibility, solidarity and national unity. Sir Anerood Jugnauth affirmed that the desired results will be achieved if the country believes in itself and works hard, and if each Mauritian acts as a real patriot with the conviction that

the future will only get better. "There is strong leadership, together we can succeed in shaping the second economic miracle as we take the reins of our destiny firmly in our hands," stated Sir Anerood Jugnauth.

Fight against social exclusion, law and order and road safety: high priorities

Asserting that his Government will fulfil its responsibilities towards the country and the people, the Prime Minister spelt out his main priorities: the fight against social exclusion, law and order and road safety. On the first score, Sir Anerood Jugnauth announced that his Office in collaboration with the concerned Ministry will present new measures likely to yield rapid results. Among the measures feature schemes and coaching for poor people to start a small business.

Regarding the law and order and road safety elements, the Prime Minister affirmed that he will be closely monitoring the situation and has issued instructions for an increase in police presence on the ground. "Government will continue to invest in CCTV surveillance systems, and on the basis of consensus, radical measures will be taken, if necessary," stressed Sir Anerood Jugnauth.

Prime Minister gives words of caution

In his address to the Nation, the Prime Minister also made it clear that he will not tolerate anyone who jeopardises the future of Mauritius nor plays with the country's fate. Like in any democracy, the Government, according to the Prime Minister, welcomes and accepts constructive criticism, but rejects demagoguery. He issued a stern warning against those who act illegally, attempt to abuse his trust or use threats, frame-ups or disinformation to intimidate the Government.





MISSION TO RODRIGUES

Launching of the Performance Management System in the Rodrigues Regional Assembly



Mr P. Jhugroo (SCE), Mr Serge Clair (Chief Commissioner) and The Hon. Alain Wong (Minister)

The Performance Management System (PMS) together with the Executive Performance Management Review (EPMR) will be implemented in the Rodrigues Regional Assembly (RRA) on a trial basis from February to June 2016, and will subsequently be extended to cover the whole RRA.

In that context, the Minister of Civil Service and Administrative Reforms, Mr Alain Wong Yen Cheong, MSK, led an official delegation to Rodrigues from 23 to 27 January 2016.

To kick start the implementation of PMS in the RRA, a two-day customised training programme was launched by the Minister on 25 January 2016 at the Human Resource Centre, Malabar, in the presence of the Chief Commissioner, Mr Serge Clair, and the Island Chief Executive, Mr Jacques Davis Hee Hong Wye.

Some 64 Departmental Heads and Senior Officials of the Rodriguan Administration participated in the training programme aimed at equipping participants with the necessary

knowledge and tools for the first phase of PMS implementation immediately after the training programme. Three resource persons conducted working sessions and visits to different Commissions as well, at the end of which all Heads of Sections came up with the final version of their respective work plans.

Introduction of Executive Performance Management Review

In line with the decision of the RRA to start PMS implementation, Departmental Heads of various Commissions were given a presentation on the Executive Performance Management Review (EPMR) at the end of which Key Performance Indicators for each Commission were developed.



Minister's full agenda in Rodrigues

Mr Wong Yen Cheong also seized the opportunity of his visit in Rodrigues to take stock of the situation in the general administration of the Public Service as well as of inherent constraints so as to find ways and means for collaboration between his Ministry and its Rodriguan counterpart.

HR Reform Initiatives

The delegation led by the Minister held working sessions with the Chief Commissioner and the Island Chief Executive on issues of common interest, with a view to render the RRA more efficient. Issues that were discussed were, amongst others:

- the possibility of introducing, in the RRA, the flexible working arrangements along with other reforms underway
- devising an appropriate Medical Insurance Scheme for the benefit of employees of the RRA
- the redeployment, on a case to case basis, of interdicted officers.

Training and Capacity Building

The Minister moreover had discussions with the Rodriguan authorities on training and capacity building of public officers with a view to enable its public service to provide quality services to the Rodriguan citizens.

The Director General of the Civil Service College Mauritius, Dr Ramesh Durbarry, who was part of the delegation, detailed the role of the college with respect to capacity building of public officers. It was convened that the Civil Service College would collaborate with the RRA in reinforcing human resources development in Rodrigues through focused training programmes taking into account the specificity of the island.

Site Visits to Key Public Services

The delegation visited several work places to assess the conditions in which public officers are called upon to operate and also to interact with them to better understand their needs and aspirations. The

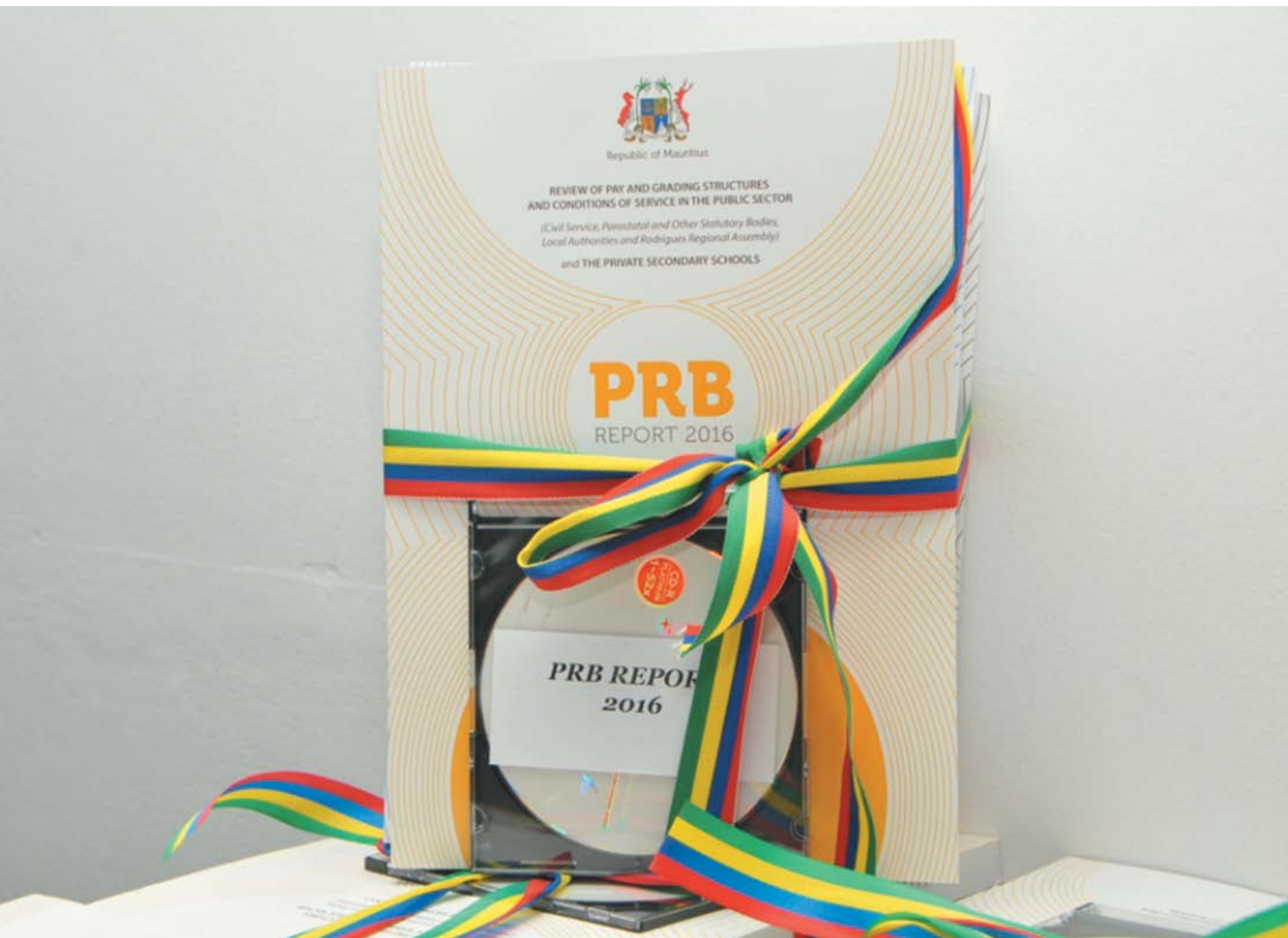
places include:

- Police District Headquarters in Port Mathurin
- Mont Lubin Area Health Centre
- Queen Elizabeth Hospital in Crève Coeur
- Pointe Lagueule Prison
- National Coast Guard Post, Pointe Monier
- Port Mathurin Fire Station
- Commission for Health and Sports
- Youth and Arts and Culture Commission
- Economic Planning Department, Chief Commissioner's Office
- Fisheries Protection Services, Pointe Monier
- Commission for Agriculture, Citronelle.

The Rodriguan authorities expressed their satisfaction to the collaborative gesture of the Ministry of Civil Service and Administrative Reforms in its endeavours to transform the Rodriguan civil service into a more efficient and effective service.

PRB REPORT 2016

PRB Report to be implemented in toto as from 1st January 2016



The Pay Report Bureau (PRB) Report 2016 was presented to Cabinet on Friday 1st April 2016 and its recommendations approved. Cabinet has agreed to its implementation, in toto, as from 1st January 2016.

The publication of the 2016 Report on the Review of Pay and Grading Structures and Conditions of Service in the Public Sector (Civil Service, Parastatal and other Statutory Bodies, Local Authorities and Rodrigues Regional Assembly) and the Private Secondary Schools took place on Friday 1st April 2016. The financial implications for the implementation of the recommendations contained in the Report would be to the tune of Rs 3 billion.

The set of measures recommended in the Report focuses on recruitment, career path, continual training and development of employees, the workplace environment and the use of the modern technology as well as the need for good governance, transparency, accountability and responsibility. Moreover, the Performance Management Systems (PMS) and the Performance Related Incentive Scheme (PRIS) have been reviewed and improved in

order to respond to submissions made.

The prescribed time period for the publication of the PRB report has also been reassessed, with publication time being reverted to the quinquennial basis instead of the triennial time frame. Hence, the next Review of Pay and Grading Structures and Conditions of Service in the Public Sector will be effective as from 01 January 2021.



Following the publication of the Report, Public Sector employees would be required to exercise their option between accepting the revised salaries and conditions of service or to retain their 2013 salaries and conditions of service.



It is recalled that the main objective of the PRB Report is the improvement in the effectiveness and efficiency of the service with a view to providing quality services to all stakeholders.

Annex

Master Salary Conversion Table

Row	Salary point	002	003	004	005	006	007	008	009	010	011	012	013	014	015	016	017	018	019	020	021	022	023	024	025
1	Basic salary 2015	6400	6600	6800	7000	7200	7425	7650	7875	8100	8325	8550	8775	9000	9225	9450	9675	9925	10175	10425	10675	10925	11175	11425	11675
2	Gross Salary Dec 2015	7000	7200	7400	7600	7800	8025	8250	8475	8700	8925	9150	9375	9600	9825	10050	10275	10525	10775	11025	11275	11525	11775	12025	12275
3	Converted Basic salary Jan 2016	8000	8205	8410	8615	8820	9050	9280	9510	9740	9970	10200	10450	10700	10950	11200	11450	11710	11970	12230	12490	12750	13010	13270	13530
Row	Salary point	026	027	028	029	030	031	032	033	034	035	036	037	038	039	040	041	042	043	044	045	046	047	048	049
1	Basic salary 2015	11925	12175	12425	12675	12925	13175	13425	13675	13975	14275	14575	14875	15175	15475	15825	16175	16525	16875	17225	17675	18125	18575	19025	19475
2	Gross Salary Dec 2015	12525	12775	13025	13275	13525	13775	14025	14275	14575	14875	15175	15475	15775	16075	16425	16775	17125	17475	17825	18275	18725	19175	19625	20075
3	Converted Basic salary Jan 2016	13790	14050	14325	14600	14875	15150	15450	15750	16075	16400	16725	17050	17375	17700	18075	18450	18825	19200	19575	20050	20525	21000	21475	21950
Row	Salary point	050	051	052	053	054	055	056	057	058	059	060	061	062	063	064	065	066	067	068	069	070	071	072	073
1	Basic salary 2015	20075	20675	21425	22175	22925	23675	24425	25175	25925	26675	27425	28175	28925	29675	30575	31475	32375	33275	34175	35375	36575	37775	39275	40775
2	Gross Salary Dec 2015	20675	21275	22025	22775	23525	24275	25025	25775	26525	27275	28025	28775	29525	30275	31175	32075	32975	33875	34775	35975	37175	38375	39875	41375
3	Converted Basic salary Jan 2016	22575	23200	23975	24750	25525	26300	27075	27850	28625	29400	30175	30950	31725	32500	33425	34350	35275	36200	37125	38350	39575	40800	42325	43850
Row	Salary point	074	075	076	077	078	079	080	081	082	083	084	085	086	087	088	089	090	091	092	093	094	095	096	097
1	Basic salary 2015	42275	43775	45275	46775	48275	49775	51275	52775	54275	55775	57275	58775	60575	62375	64175	65975	67775	69575	72000	74500	77000	80000	83000	86000
2	Gross Salary Dec 2015	42875	44375	45875	47375	48875	50375	51875	53375	54875	56375	57875	59375	61175	62975	64775	66575	68375	70175	72600	75100	77600	80600	83600	86600
3	Converted Basic salary Jan 2016	45375	46900	48425	49950	51575	53200	54825	56450	58075	59700	61325	62950	64800	66650	68500	70450	72400	74350	77175	80000	83000	86000	89000	92000
Row	Salary point	098																							
1	Basic salary 2015	89000																							
2	Gross Salary Dec 2015	89600																							
3	Converted Basic salary Jan 2016	95000																							

Master Salary scale :
Rs 8000 x 205 - 8820 x 230 -10200 x 250 - 11450 x 260 -14050 x 275 - 15150 x 300 - 15750 x 325 -17700 x 375 - 19575 x 475 -21950 x 625 -23200 x 775 -32500 x 925 -37125 x 1225 -40800 x 1525 -49950 x 1625 -62950 x 1850 -68500 x 1950 -74350 x 2825 -80000 x 3000-95000

Pay Review 2016

INTERVIEW

The Honourable Alain WONG, MSK Minister of Civil Service and Administrative Reforms

Q1. One year after your assumption of duty as Minister of Civil Service and Administrative Reforms, how would you evaluate the civil service?

I would say that satisfactory progress has been accomplished, though we can never be fully satisfied. Much more can be done and I can give the assurance that as long as I am Minister of Civil Service and Administrative Reforms, I will do my level best to bring the public service a step further. We have to make this leap which, with time and some more effort, will make the difference. At the end of the day, our main clients, the population, will definitely see the positive change in the service which is provided by the public sector.

Q2. Since you took office, you insisted for a change of mind-set. Do you feel that this change has taken place?

Yes. Today, I can see that public officers are adhering to the vision geared towards a change of mind-set for a better working environment and a better service delivery. Unfortunately, as I said sometimes back, there are some people who are reluctant to change. But I will repeat it: Business as usual is not an option. I would like to point out that we are insisting for a change of mind-set and in parallel we are giving public officers the means to do it through various initiatives aiming at offering better working conditions, better environment and a better work - life balance.



“

I can give the assurance that as long as I am Minister of Civil Service and Administrative Reforms, I will do my level best to bring the public service a step further.

Q3. Public servants should be active drivers in the nation building process, focus on national targets rather than routine administrative jobs only and act as passionate facilitators for change to happen. How far have we reached in this endeavour?

This statement made by the Right Honourable Prime Minister on 22 August 2015 is a very important one because it is meant to pave the way for a new method of thinking and working. And as many people must have noticed it, I share this vision and I have taken up the challenge to make it happen. As I said earlier, no more business



As at date, more than 500 public officers have benefitted from training on Leadership, Customer Care, Stress Management, Communication and Interpersonal Skills, as well as Conflict Management.

as usual. Public officers should be able to go the extra mile to bring the service at a higher level of excellence.

Q4. You've spent one whole year striving for the realisation of the Civil Service College, Mauritius, and it is today operational. Are you satisfied with the way things are going?

We have had to work hard and quickly to make the Civil Service College, Mauritius a reality. Much had been announced over the past years, but it is with a sense of great satisfaction that this Government (Alliance Lepep) made things happen. Let's not forget that things have been set on track in less than one year after the coming into power of the present Government. Though, there are the usual teething problems at the start of the project, it is a fact that things are moving fast. Courses have been launched on 16th November 2016 and are going on smoothly. New courses – based on demands – are being defined and officers should very soon be taking advantage of these courses. As at date, more than 500 public officers have benefitted from training on Leadership, Customer Care, Stress Management, Communication and Interpersonal Skills, as well as Conflict Management.

Let me here stress that this Civil Service College, Mauritius, is not catering for public officers posted in mainland Mauritius only. It is called upon to be a Centre of Excellence for the Region. I recently lead a mission to Rodrigues and we took advantage of this trip to meet the Chief Commissioner and the Island Chief Executive to discuss on the means to adapt the courses which are offered in Mauritius to Rodrigues' reality. They have been very receptive and willing to take the necessary steps so that public officers in Mauritius and Rodrigues may be at the same level.

Q5. You have come with a revolutionary idea, namely the Medical Insurance Scheme for public officers. Where do matters stand?

I have had discussions with various stakeholders for the implementation of this ambitious project which will have a multi-pronged effect. It will relieve the public hospitals, thus allowing for more attention to patients attending treatment. On the other side, this Medical Insurance Scheme will enable public officers to have access to a wider array of medical facilities and to benefit from the latest technologies which may not be available in public health institutions. This scheme may also be viewed as an investment which is being made by public officers who could cash the unused money at the time of their retirement. The Medical Insurance Scheme will also be a tool to boost productivity. An appropriate formula is being worked out.



this Civil Service College, Mauritius, is not catering for public officers posted in mainland Mauritius only. It is called upon to be a Centre of Excellence for the Region.

But it is sad to note that even though we had consultations with concerned parties, some people who praised the introduction of the medical insurance scheme have now chosen to adopt a demagogical attitude by making unfounded criticisms. They are now arguing that we are imposing the system on public officers and that the initiative will be detrimental to public servants.

Q6. What about the flexi-attendance system which had been implemented on a pilot basis at the level of the Ministry of Civil Service?

It is with much satisfaction that we note that this project has been acclaimed by the officers who have experienced the Flexible Working Arrangement System. The objectives of this system are to promote work life balance; to have motivated, healthy, committed and less stressful public officers; to address lateness of officers; and to meet the long-term objective of the Government to reduce traffic congestion. I should also emphasise that the Flexible Working Arrangement system has been extended to five Ministries/Departments, namely the Ministry of Education and Human Resources, Tertiary Education and Scientific Research (Head Office), the

Ministry of Environment, Sustainable Development, and Disaster and Beach Management, the Ministry of Youth and Sports, the Ministry of Agro Industry and Food Security and the Registrar General's Department

Q7. A good work – life balance is essential for a good service delivery, what is the Ministry of Civil Service and Administrative Reforms doing to promote this balance?

I care for the health and the well-being of public officers. In addition to the Flexible Working Arrangement System, a Gym has also been set up at the Ministry of Civil Service and

The objectives of this system are to promote work life balance; to have motivated, healthy, committed and less stressful Public Officers; to address lateness of officers; and to meet the long-term objective of the Government to reduce traffic congestion.

Administrative Reforms housed in the SICOM Building 2. It is a fact that after a whole day's work, officers do not have time to attend a gym. Thus, from Mondays to Fridays, officers of the Ministry of Civil Service and Administrative Reforms may attend the gym between 12.00 hrs and 12.30 hrs and between 16.00 hrs and 17.00 hrs. Tuesdays and Thursdays are exclusively reserved for ladies. The absence of sports and physical activities may have a negative impact on public officers' lives. This, coupled with stress, bad eating habits, amongst others, may lead to disastrous and unwanted consequences. Moreover, it is my firm intention to come forward with a restaurant where balanced diets will be served at cost price to public officers.

In parallel, the Public Officers' Welfare Council doesn't miss any opportunity to organise leisure activities and even trips abroad for officers and their families.

We want healthy and stress-free officers with accrued competencies and skills, and without any hesitation, my Ministry is investing the necessary resources to attain this goal.

We want healthy and stress-free officers with accrued competencies and skills, and without any hesitation, my Ministry is investing the necessary resources to attain this goal.

HUMAN RESOURCE MANAGEMENT INFORMATION SYSTEM

The Project spurring performance-based and result-oriented Public Service forges ahead

The implementation of the Human Resource Management Information System (HRMIS), which is a Central On-Line HR Database launched in 2013, has now reached a crucial stage. In fact, the development of Basic Core HR and Payroll Modules have been completed after successful Payroll Runs carried out. In spite of the inevitable challenges during its development phase, the HRMIS Project forges ahead.

The milestones crossed so far are all attributed to the hard work, determination and unflinching support of all stakeholders. A special mention goes to 40 Ministries/Departments which have completed or have almost completed the data cleansing exercise, which in itself is a major step towards the building of the central online human resource database. These 40 Ministries/Departments will be the first to access and use the basic Core HR and Payroll Modules as from March 2016. They will also be prepared to embark on the Payroll Parallel



Run Stage and to benefit from the remaining three Modules, namely the Self-Service, Learning Management and the Performance Management Modules.

As regards organisations which are still behind schedule, efforts are being made to catch up the accrued delays. In this endeavour, the Ministry of Civil Service and Administrative Reforms is leaving no stone unturned so that no organisation is left behind in this crucial journey towards excellence.

2016 is indeed going to be a year of challenge, but more importantly, a year of achievement. It is expected that by end 2016, all the HRMIS Modules will become operational across the Civil Service. We will witness a real change, a Paradigm Shift in

the management of human resources.

The resulting benefits are not unknown at all. In a nutshell these would relate to: fast processing of HR and Financial transactions, e.g. salaries, allowances and benefits; Human Resource Management will be made simple and easy; availability of information with a click of a button due to the central online HR database; empowerment of all public officers through the Self-Service Module who will henceforth be able to access their personal details and interact easily with HR and Finance Sections. Last but not least, Senior Officials will be relieved from routine operations and focus on more strategic duties. HRMIS will undoubtedly change the Civil Service landscape.

ISO CERTIFICATION

Promotion of a Quality Culture in the Civil Service



12 organisations have been ISO certified in the year 2015. These organisations were handed over their MS ISO 9001:2008 certificates during an Award Ceremony.

ISO 9001:2008 is an international quality management standard which ensures that organisations operate according to quality management systems. The adoption of MS ISO 9001:2008 standards implies that processing systems are clearly spelt out, responsibilities for a particular task established and a timeframe set for each task. ISO Certification also takes on board suggestions from customers

and provides for continual improvement in the delivery of services.

With a view to promote a quality culture in the Civil Service, the Ministry of Civil Service and Administrative Reforms has been providing facilities to Ministries and Departments willing to achieve certification according to the ISO 9001:2008 standards since year 2000 through the provision of assistance and guidance by, amongst others, assigning facilitators to each ISO project, providing training in ISO 9001:2008 Quality Management System to officers of the organisations, and meeting all related costs.

As at end of December 2015, 53 organisations had been ISO certified.



POLICE INFORMATION AND OPERATIONS ROOM



POLICE FAMILY PROTECTION UNIT



NCG HEADQUARTERS - ADMINISTRATION



DEUX FRÈRES NCG POST



POLICE DIVING SCHOOL



POUDRE D'OR NCG



MAHEBOURG NCG POST



GRAND GAUBE NCG



ASSAY OFFICE



PROJECT PLAN COMMITTEE UNIT



DATA PROTECTION OFFICE



COMMISSION FOR CONCILIATION AND MEDIATION

PROCEDURE AGREEMENT IN THE CIVIL SERVICE

Civil Service Ministry upholds the right of its officers to collective bargaining

The Ministry of Civil Service and Administrative Reforms has signed Procedure Agreements with Union of Public Human Resource Professionals (UPHRP) and Government Office Attendant Union (GOAU) on 19 May 2015 and 17 June 2015 respectively.



Signature of Procedure Agreement with GOAU on 17 June 2015

Signature of Procedure Agreement with UPHRP on 19 May 2015



One of the prominent features of the Employment Relations Act 2008 is the effective recognition of the right to collective bargaining. The fundamental principles of Collective Bargaining which aims at fostering harmonious and sound employment relationships in the Public Service is one of the International Labour Organisation's Conventions which act as an instrument for trade unionism in Mauritius. It is an important form of social dialogue.

Thus, all Ministries/Departments are required to draw up and sign a Procedure Agreement with their recognised trade unions. The Procedure Agreement must be designed according to the specificities of the Ministries/Departments. The Procedure Agreement sets out the procedures which

will regulate the relationship between Management and its recognised trade unions, acknowledging their common interest in achieving reasonable solutions to any problem which may arise between them and in working cooperatively towards the agreed aims and objectives of the organisation and in maintaining good industrial relations.

Institutions for social dialogue and collective bargaining help to protect the fundamental rights of workers, help to provide social protection and promote sound industrial relations. Social dialogue, in turn, is an important component of good governance. It involves the social partners (employers' and workers' organisations), and encourages accountability and participation in decisions that affect the lives of all people in

society. These factors directly contribute to better government.

From the ILO perspective, collective bargaining is an important way for workers, employers and their organisations to reach agreement on important issues, related to employment. Collective bargaining can be an important means for building trust. This trust can be reinforced through dialogue which continues after bargaining ends.

The Ministry of Civil Service and Administrative Reforms is presently in the process of drafting the Procedure Agreement for signature, in due course, with its other two recognised Unions, namely Government General Services Union and Government Servants Employees Association.

LAUNCHING OF E-LEARNING SYSTEM

Providing universal access to learning solutions to everyone in the Civil Service



The setting up of the E-Learning System (ELS), an online learning platform offering short and practical on-line courses to public officers with the objective of complementing traditional face-to-face courses, constitutes a technological breakthrough with a rapid and significant impact on both personal and organisational development in the Civil Service, and contributes to promote high-quality service delivery.

The web-based programme aimed at facilitating learning and training of public officers was launched by the Minister of Civil Service and Administrative Reforms, Mr Alain Wong Yen Cheong, in the Lunch Room of the National Assembly in Port Louis on 17 March 2016, in the presence of the United Nations Resident Coordinator and United Nations Development Programme (UNDP) Resident Representative, Mr Simon Springett, the Technical Advisor to UNDP, Mr Emmanuel Bor, and the UNDP Consultant, Professor Ely Mustapha.

Stressing at the onset that the E-Learning System represents a major step in the modernisation process for excellence in public service delivery, Minister Wong is of the view that the ELS is an essential platform from which public officers may develop their knowledge and improve their skills at their own time and pace by benefitting from courses

that will be made available to them. "Our motto is simple yet effective: 'Mass training for massive development'," affirmed the Minister.

An initiative of the Ministry of Civil Service and Administrative Reforms, ELS is based on Moodle, a free and open-source learning platform with is used by large organisations across the world, including by the United Kingdom Government for their Civil Service Learning platform serving half a million employees. The content will be specifically adapted to the needs of public officers in Mauritius.

The benefits of ELS for public institutions and for staff include reduced costs, increased retention and application to the job, consistent delivery of content, certification, and on-demand availability and self-pacing. With the ELS, management of courses is simplified and logistical

constraints are reduced. In addition, e-learning opportunities contribute to build knowledge and self-confidence and encourage civil servants to take responsibility for their learning.

The ELS is deemed to constitute a key pillar of the Human Resource Management Information System, and its management will be transferred over time to the Civil Service College.



Professor Ely Mustapha (UNDP Consultant) and Mr Simon Springett (UNDP Technical Advisor)



UNDP Resident Representative with Mr. P. Jhugroo (SCE)



ELS Administration Staff including Course Integrators

How to access the ELS

Public officers have to be registered to ELS to access the various modules categorised in five main themes namely Best Practice in Civil Service, Health, Financial Management, Social Protection and Gender.

The ELS website can be accessed on the following address: <http://training.civilservice.govmu.org> where public officers can create a user account to register to ELS by using their official email address (*xyz@govmu.org*).

At the end of each course, there is a self-assessment feature, where some multiple-choice/short answer questions are set to test the candidates understanding of the courses. Upon successful completion of the course, a Certificate of Achievement is awarded.

It is noted that an ELS Committee has been set up to receive and analyse requests for adding/deleting courses on the platform. Thus, any organisation which needs to create courses on the platform can submit a request to the attention of the Committee at the Ministry of Civil Service and Administrative Reforms.

MODERNISING THE PUBLIC SERVICE

Government Electronic Procurement System (e-PS): Efficiently and effectively managing public resources



The Government e-Procurement System (e-PS), launched on 28 September 2015 at Hennessy Park Hotel in Ebene, bodes for a more efficient public procurement process leading to significant time and resource savings.

The e-PS is a web based application that will enable all public bodies and suppliers to electronically conduct procurement proceedings from invitation to bid up to contract award. It was developed by the Procurement Policy Office which operates under the aegis of the Ministry of Finance and Economic Development, and was officially launched by the Minister of Civil Service and Administrative Reforms, Mr Alain Wong Yen Cheong. The new tool is expected to, among others, modernise the way public bodies carry out procurement tasks thereby contributing to catalyse the transformation of the public sector; reduce the risks of malpractices and promote

transparency in the whole tender process in the Public Sector; lower transaction costs in moving from paper to digital and improve decision making by flattening bureaucracy and breaking silos; and generate efficiency gains at industry level, for both the organisation and suppliers.

Public procurement has always been an important area of activity for Government with public sector organisations spending huge sums of money for the procurement of goods, works and services to provide amongst others for education, health, electricity, transportation, infrastructure and for maintaining law and order. The magnitude of transactions involved in the



tender procedures that have to be handled manually is colossal. For instance, in 2014, public contracts worth more than Rs 16.7 billion were approved using the traditional paper based procurement system. In the same year, 5,940 contracts for goods, works and services (each above Rs 100,000) were signed. Out of 32,290 bids processed, only 65 % were responsive. The remaining 35% were non responsive for reasons varying from unsigned and missing documents to inappropriately filled bids.

The e-procurement system intends therefore to thwart such unnecessary processing that can to a large extent be avoided. The system will certainly contribute in improving efficiency and in the level of bid responsiveness in a bidding exercise by guiding the supplier on each step in filling of bids. For example, based on the value of contracts approved, a 1% efficiency gain coupled with reduction in use of paper could generate savings of up to Rs 167 million. This is indeed a significant amount the more so as public resources are scarce.



A Code of Conduct for Public Officials involved in Procurement

With a view to promote transparency in the procurement processes, a revised Code of Conduct for Public Officials involved in Procurement was launched to commemorate the 'International Anti-Corruption Day', by the Independent Commission against Corruption on 7 December 2015.

The Code of Conduct will serve as a valuable guide to all officials involved in procurement activities, besides being a reference tool for all stakeholders to ensure adherence to the principles contained therein. It will also enhance good governance and integrity in public procurement and is conducive to an efficient and effective management of public resources and therefore tax payer's money.

EXECUTIVE PERFORMANCE MANAGEMENT REVIEW

Rendering Supervising Officers more responsible and accountable for the overall performance of their organisation

The Executive Performance Management Review (EPMR) for Supervising Officers of Ministries/ Departments has been introduced on a trial basis as from January 2016 in the context of the implementation of the Performance Management System in the Civil Service.

The objective of the EPMR is to render Supervising Officers more responsible and accountable for the overall performance of their respective organisation. The system is expected to be formally implemented as from July 2016.

The EPMR is in line with the recommendations of the Pay Research Bureau 2013 Report which states at paragraph 7.43 that “the relevant authorities consider the advisability of devising a distinct Performance Appraisal Form for Chief Executives and Heads of Ministries/Departments/Organisations in the Public Sector”. The EPMR is a “home-grown” and fully customised review system based on international models such as the Balanced Score Card, the Performance Management Systems from Botswana, New Zealand and UK, the Kenyan

Performance Contract Model and the Commonwealth Secretariat Matrix for Strategic Performance Management.

The implementation of the EPMR does not only ensure comprehensive coverage from top to bottom, but also paves the way for the assessment of organisational performance and for aligning employee and organisational performance. The criteria to be considered in the overall performance of the organisations are Key Commitments, generic Key Result Areas (KRAs) and specific Key Performance Indicators (KPIs). While Key Commitments relate to achievement of goals with respect to Strategic Plan and Budgetary provisions, strategic leadership, ethical values and good governance principles, the five generic KRAs identified are as follows:

- (a) Strategic Management
- (b) Management of Public Funds
- (c) People Management
- (d) Management of Public Sector Reforms
- (e) Management of Projects
- (f) In addition, Supervising Officers are required to develop specific KPIs with regard to the core services and priority projects of their respective organisation.

As is the case for individual performance appraisal, appropriate form along with relevant guidelines have been developed by this Ministry to facilitate the implementation of the EPMR. Supervising Officers in charge of Ministries and Departments have been consulted and their views and comments have been taken on board in the finalisation of the form.



the relevant authorities consider the advisability of devising a distinct Performance Appraisal Form for Chief Executives and Heads of Ministries/ Departments/Organisations in the Public Sector



EXECUTIVE PERFORMANCE MANAGEMENT REVIEW (Supervising Officer)

MINISTRY/DEPARTMENT:

PERIOD: From to

(Please refer to Guidance Notes on last page before filling in the form)

Section 1: Personal Data

(to be filled in by Supervising Officer)

SURNAME: *Mr, Mrs, Ms (tick as appropriate)*

NAME:

PRESENT APPOINTMENT: Date:

Section 2: Key Commitments

(to be signed in by Supervising Officer)

I accept responsibility for the overall performance of the Ministry/Department under my supervision and shall endeavour to:

- (i) - *Provide direction and facilitate the achievement of the Mission, Vision and Objectives of the organisation for sustained success;*
- *Be personally involved to make things happen through appropriate actions and behaviours;*
- (ii) *Ensure that values and principles spelt out in the "Code of Ethics for Public Officers" are fully integrated in the management of the Ministry/Department to foster transparency and good governance principles;*
- (iii) *Promote effective communication networks and relationships with both internal and external stakeholders;*
- (iv) *Adhere to Government commitments to national priority projects and international agreements/treaties made (e.g. projects related to United Nations Millennium Development Goals, African Peer Review Mechanism, sustainable development, greater equity and social justice for all...); and*
- (v) *Ensure the achievement of organisational results expected in key areas as set out in Section 4.*

Signature:

Date:

Section 3: Endorsement

(to be filled in by Head of Ministry and/or Secretary to Cabinet & Head of the Civil Service)

Promoting a Performance-Oriented Culture in the Civil Service

It is noted that the Performance Management System (PMS) is being formally implemented across the Civil Service since 2013 with a view to instilling a performance-oriented culture among public officers and increasing individual accountability at all levels for enhanced service delivery. The

PMS is also an invaluable source of information on developmental needs of officers and for mapping out training and capacity building plans. The implementation of the PMS has, so far, resulted in the following achievements:

- (a) the Annual Confidential Report has been phased out since 2013;
- (b) the PMS has been established and accepted as the official tool for appraising and

reporting on individual performance;

- (c) the reporting system to the Public Service Commission (PSC) for appointment and promotion of public officers is now based on the Performance Appraisal Form; and
- (d) the grant of annual increment to public officers is performance-based.

WORLD DAY FOR SAFETY AND HEALTH AT WORK

Building a Safe and Healthy Culture among public officers



In the context of the World Day for Safety and Health, and in a bid to instil a safety and health culture in the Civil Service, the Ministry of Civil Service and Administrative Reforms held a seminar at Domaine Les Pailles on 28 April 2015 targeting key decision makers.

The objective of the seminar was to enable participants grasp the concept and understand the implication of safety and health at the public workplace in a systematic and structured approach. The resource person was Professor Ved Prakash Torul.

Occupational Safety and Health Division

The Ministry of Civil Service and Administrative Reforms has been zealous to safeguard the health and safety of its most valuable asset, which is the human resource, and it is in this perspective that the Occupational Safety and Health Division has been created since 1999 to better manage this issue through, among others, regular inspections and visits to ensure compliance with relevant legislations in matters pertaining to safety. A

number of Safety and Health practitioners have also been recruited to monitor and advise on safety and health matters in Ministries and Departments.

Around 5,000 inspection visits, followed by recommendations in improving safety and health has been effected each year throughout Ministries and Departments. Some 2,300 public officers have been trained in 2015 not only to change the mind-set of public officers but also to help in adopting safe work practices in the Civil Service.

In addition, the Ministry of Civil Service and Administrative Reforms provides a dedicated fund to enhance the work environment of public officers as a motivational factor for the latter as well as customer satisfaction for a better service delivery. Thus for the Financial



Year July 2015 to June 2016, Rs 15 million have been earmarked for projects such as renovation works of offices, provision of air conditioning units, review of electrical installation, storage facilities, fire safety, pest control, amongst others.

It is known that new forms of risks and hazards are emerging from new challenges, new technologies and new pattern of work organisation as well as psychosocial issues exacerbated in times of economic crisis which may have adverse impact on human lives. As such, the Ministry of Civil Service and Administrative Reforms

recognises that safety and health must be an integral component of strategies for productive employment and decent work. In Mauritius, the recent development have brought in fundamental changes in professional profiles and in line with the direction the economy is taking, the Ministry will now have to take a paradigm shift from protection of health to promotion of health of our workforce.

World Day for Safety and Health

The World Day for Safety and Health is held on 28 April annually and has been observed

by the International Labour Organisation (ILO) since 2003 with a view to promoting the prevention of occupational accident/incident and disease on a global perspective, and creating a safety and health culture that can reduce the work related injuries diseases and accidents.

The theme for the 2016 World Day for Safety and Health at Work is "Workplace Stress: A collective challenge".

IMPROVEMENT OF SERVICE DELIVERY

Launching of the new counter area at the Correctional Youth Centre promotes customer focused approach



A new counter area was inaugurated on 19 October 2015 by the Minister of Civil Service and Administrative Reforms, Mr Alain Wong Yen Cheong, at the Correctional Youth Centre of Barkly with a view of providing better services to both internal and external customers.

The project was funded by the Ministry of Civil Service and Administrative Reforms under the "Improvement of Counter/Customer Services Scheme" which advocates a customer focused approach in the provision of service delivery. Measures taken so far have contributed to improve waiting areas, to put in place a better channelling of customers and to streamline processes. All these initiatives resulted in faster service delivery for critical public services intended for a large number of members of the public daily.

In his address, the Minister of Civil Service and Administrative Reforms, Mr Alain Wong Yen Cheong, stated that Government relies on the Public Service as its executive arm to translate its

vision into reality. "I am sure you will agree with me, that we cannot build the Mauritius of tomorrow with the Public Service of yesterday," he added.

The Minister also reiterated the call for a new mind-set and the commitment and cooperation of one and all in order to achieve the goals set.

It is recalled that under the same scheme, the Mauritius Prisons Service had benefitted from grants on several occasions to improve counter / customer service at the Petit Verger Prison and Central Prison, Beau Bassin which have been equipped with electronic ticketing machine, calling machine, breast feeding booth, children corner, changing room for babies and directional signs amongst others.



ForesightXchange (fsXc) workshop: 'Towards an Innovative Civil Service'

Reimagining and building an innovative civil service capable of realising Vision 2030 for Mauritius was the main objective of the ForesightXchange (fsXc) workshop: 'Towards an Innovative Civil Service', organised by the Ministry of Civil Service and Administrative Reforms (MCSAR) in collaboration with the UNDP Mauritius Country Office and the UNDP Global Centre for Public Service Excellence of Singapore on 25 and 26 November 2015 at Maritim Hotel in Balaclava.

Strategic Foresight, a new concept introduced in Mauritius, is increasingly becoming important, as a planning tool, for governments and public administration. It is the umbrella term for innovative planning, policy formulation and solution design methods that work with alternative futures.

Some 40 officials from the public and private sectors and civil society were brought up-to-speed with three key trends and



Mr Simon Springett (UNDP Technical Advisor)

developments that drove this ForesightXchange (fsXc) namely technological development, shifting relationship between the public, private and civic sectors, and changing patterns of service delivery. Participants were also given the opportunity to apply approaches shared by the foresight experts from Malaysia, Mr Rushdi Abdul Rahim, Director of myForesight, Malaysia's National Foresight Institute, and from Singapore, Mr Zhen Gog Singapore, Senior Consultant at Cognitive Edge-long-time partner and advisors to the Singapore Government.

The highly interactive and participatory sessions of the workshop resulted in four prototypes for innovating in public service delivery in Mauritius by 2025 and geared at improving service to Mauritius citizens, from the youth to the elderly.

At the launching of the

workshop, the Minister of Civil Service and Administrative Reforms, Mr Alain Wong Yen Cheong, pointed out that this new concept will definitely play a key role in shaping the future work environments in both public and private sectors and provide the most promising leads for innovation in the Civil Service.

This platform, according to him, certainly provides an opportunity to bring officials from across the public service, the private sector and civil society to draw lessons from shared experiences and identify the priorities for the next phase of reforms and innovations in the Civil Service.

Also present at the event, the UN Resident Coordinator and UNDP Resident Representative, Mr Simon Springett, underlined the importance of Strategic Foresight for both government and private organisations as it



provides means and ways to address challenges and looks for opportunities lying ahead. "It is a means to empower public officials to think and act differently, improve their capabilities and create new forms of collaboration and engagement," he said.

The fsXc was designed as a starting point for a sustained dialogue (regular meetings) among stakeholders and change agents on the action agenda it developed.



WORKING CONDITIONS

Making Flexible Hours a reality in the Public Service

Introduced on a pilot basis for a period of one month, the Flexible Work Arrangement has been extended up to March 2016.

Flexible Work Arrangement (FWA) was first introduced at the Ministry of Civil Service and Administrative Reforms (MCSAR) on a pilot basis for a period of one month, in line with Recommendation 4 paragraph 18.5.33 of the PRB Report 2013 and with a view to promoting a standard quality of work life balance capable of creating and sustaining a strong, healthy and committed Civil Service.

Following proposals from staff members, the slots have been reviewed and the pilot project has been extended up to March 2016 in order to meet both the needs of the organisation and those of the employees. As a result of the favourable response to the project, FWA has also been extended to other Ministries/Departments as from January 2016.

FWA is a setup that allows employees to work for a fixed number of hours with flexibility in their time of arrival and departure provided that they attend office within a core time during the working day. It allows employees to have a more variable schedule of work as opposed to complying with the standard 8.45 hrs to 16hrs

This Ministry has worked out some slots following proposals of the staff and they are as follows:

08.00 – 9.45

Flexible band – staff could start work any time during this span.

9.45 – 15.15

Core time – staff would have to be present during this period unless on authorised leave, or unless off duty as per examples below.

12.00 – 12.30

Lunch band.

15.15 – 17.00

Flexible evening band – staff could finish work any time after 15.15 up to 17.00.

workday while maintaining the normal contractual weekly hours of work.

Under the flexible working arrangement system, the prescribed number of hours of attendance is maintained. However, flexibility is allowed in the time of arrival and departure through flexible bands with fixed number of core hours whereby all employees are required to be in attendance.

The main part of the day, during which all staff should be at their jobs (with the exception of lunch breaks) will be known as Core Time whereas, the period of time where the staff have the discretion to vary their arrival and departure times within fixed limits is known as Flexible Bands.

The MCSAR also recognised that FWA may not be suitable for all types of employment (officers on Shift/roster and emergency services, Hospitals, Police Force etc). However, moving towards the introduction of such Flexible

Arrangements will pave the way towards a committed and healthy Public Service.

FWA is slowly becoming a beneficial tool both for the officers concerned, who can perform without undue stress at their own pace, and for Management as well, as it enables the latter to ensure that a number of core staff is available to attend to urgent unforeseen work after normal working hours.

The FWA, if implemented correctly and in uniformity throughout the Public Sector, by means of a reliable computerised attendance system, will effectively address the problem of tardiness in the Public Sector. It will improve employee's performance and productivity.

Overall, it is a win-win situation for both employer and employee.



The FWA has several advantages that are beneficial both at individual and organisational level.

ORGANISATIONAL LEVEL

- With the increase in working women and alternative family structures, such as single-headed and dual-earner families, the FWA relieves employees of their daily routine stress and more pressing demands from both the workplace and home
- It helps them to better manage the balance among work commitments, family responsibilities and lifestyle choices
- Employees prefer this work pattern as it helps them to better cope with both the work and the household and child care responsibilities
- The FWA contributes to reduce lateness and absenteeism to appreciable level.
- A motivated and flexible environment is created.

INDIVIDUAL LEVEL

- Increases job satisfaction, loyalty and engagement
- Improves productivity and performance
- It avoids the stress of travelling at peak time thereby lowering health care costs
- Better work life balance
- Better quality time spent with family
- Less absenteeism
- Employees are not being penalised for lateness which is out of their control.

RETIREMENT, APPOINTMENTS AND NEW RECRUITS IN THE CIVIL SERVICE

New Recruits in the Civil Service: Bridging the Human Resource Gap



Newly appointed MSOs

Some 107 new recruits have joined the civil service in the position of Management Support Officers (MSO) following the advertisement of vacancies and the selection exercise carried out by the Public Service Commission on the basis of fairness, merit and qualifications.

Congratulating the young recruits during the appointment ceremony, the Minister of Civil Service and Administrative Reforms, Mr Alain Wong Yen Cheong, urged them to demonstrate strong leadership, good vision, right ambition, profound sense of commitment and dedication in delivering their duties. He encouraged them to work towards a more innovative, better integrated, more strategic and customer focused public service. "Great responsibilities rest on your shoulders to make our country's tomorrow better than it is today", he added.

Minister Wong assured the new recruits that they will not only enjoy job security and a bright career in the administrative and technical positions opened to serving

officers but will also have opportunities for individual growth as government is engaging in a new direction towards manpower training and development. It is recalled that formal training will be dispensed by the Civil Service College, Mauritius as well as the E-Learning System which will soon be operational.

Recruitment and retirement

The Ministry of Civil Service and Administrative Reforms is responsible for the allocation of human resources of the general services cadre to Ministries/ Departments to meet their organisational needs.

As such, 44 Word Processing Operators and 8 Office Care Attendant/Senior Office Care Attendants were recruited. A further recruitment of Office

Care Attendant/Senior Office Care Attendants is in process.

It should also be noted that 69 retirement of officers were processed in the General Services Cadre.

Promotion

Some 290 Officers in the grade of Management Support Officer and 33 Management Assistants were promoted to the grade of Office Management Assistant and Office Management Executive respectively and were posted in different Ministries/ Departments.



Newly appointed WPOs



Newly promoted OMAs

ACTIVITIES BY THE EMPLOYEES ASSOCIATION

International Youth Day celebrated by the Government Services Employees Association



In the context of the International Youth Day, established by the United Nations in 1999 and observed annually on 12 August, the Government Services Employees Association (GSEA) organised a workshop on the theme 'the contribution of our youth for an efficient and effective public sector in Mauritius' at Unity House in Beau Bassin.

The workshop provided an opportunity to celebrate the creative force and the innovative impetus that young people bring to every society. It allowed participants to reflect on how the youth can bring their contribution to realise the vision for a professional public service committed to excellence.

In his address, the Minister of Civil Service and Administrative Reforms, Mr Alain Wong Yen Cheong, highlighted that the engagement and participation of youth is essential to achieve sustainable human development. "Youth are increasingly proving to be a force for change," he said, "and therefore, we need to further reflect on whether

our policies and programmes are strategically empowering our youth for sustainable development".

Recalling that Mauritius relies heavily on its human resources, the most important asset which has helped to overcome its natural handicaps and transform its people into additional assets for the country's economic development, the Minister stressed that investment in people development is becoming imperative.

According to Minister Wong, the Government recognises that youth is one of the most valuable assets. "I believe that with the right skills, these



young people are exactly the force we need to drive progress across the global agenda and build more inclusive and vibrant societies”, stated the Minister.

The International Youth Day is a time of recognition and reflection that enables governments and others to draw attention to youth issues worldwide, as well as raise awareness on the importance of youth participation and investing in youth.



INTERNATIONAL COOPERATION

Recipients of Australia Award get ready for post-graduate studies

Three professionals from the public service Mauritius have been awarded Australia Awards Scholarships at Masters Level. The Australian Government has selected Ms Mary Daniella Allas from Rodrigues Regional Assembly, Mr Santosh Buton from the Ministry of Civil Service and Administrative Reforms and Mr Noel Dhomasoo from the State Law Office to pursue their studies at Australian Universities as from January 2016.



Mr S. Buton (First on the left)



Ms M. D. Allas (Second on the left)

In order to prepare the recipients to live and study in Australia, the Australian Government hosted a two-day workshop in Madagascar from 14 to 15 October 2015. During the workshop, recipients were thoroughly briefed on how to successfully relocate and how to approach their studies in Australia. They were also provided the opportunity to discuss their plans to use their new skills with a view of contributing to their countries' development on their return

home upon completion of their studies.

According to the Australian High Commissioner, Ms Susan Coles, the Australian Government's objective is to provide high-quality education and training to talented Mauritian professionals who will be in a position, on their return home, to make an important contribution to national or regional development.



Australia Award

The Australian Government offers prestigious development scholarships to African Professionals through the Australia Award which is a cornerstone of the Australian Government's development assistance program for Africa. The Award provides access to postgraduate education, training and professional development opportunities for suitably qualified Africans from eligible countries. The scholarships concern studies in areas where Australia is recognised as having world-leading expertise, including agriculture and food security, health, mining and natural resource management, public policy (including public private partnerships, blue/ocean economy) and water and sanitation.

Australia Award promotes equal participation by both women and men with the aim of achieving gender balance. The initiative also aims to ensure that people with disability are given a fair and equal opportunity to compete for and obtain scholarships. The Australian Government has put arrangements in place to support applicants and Awardees requiring specific assistance.

The Award types include:

- Australian Awards Scholarships, to undertake higher degree studies in Australia at Masters level.
- Australia Awards Short Courses, to undertake short-term, targeted professional training courses, in Australia and/or in Africa, in a range of development-focused sectors.

On their return to the workplace, Australia Awards Alumni are expected to contribute actively to development in their home countries.

WORKPLACE WELLNESS PROGRAMME

Gymnasium for staff of Ministry of Civil Service and Administrative Reforms inaugurated



The Minister of Civil Service and Administrative Reforms, Mr Alain Wong Yen Cheong, has inaugurated, on 4 March 2016, a gymnasium at the seat of his Ministry on Level 4 (Wing A) at SICOM Building 2 with a view to cater for the wellness of the staff.

The gym is open to staff members during lunch time and after working hours in accordance with established rules and regulations. The aim in providing these services is to improve wellbeing and job satisfaction.

Workplace wellness programmes are becoming more widespread throughout the world. The benefits are obvious both to the employer and employee, hence creating a win-win situation.

The welfare of employees has a direct impact on the success of the organisation. Investing money in such programmes provides the organisation with strategic advantages namely

lowering expenses in terms of better performing workers and reduced absenteeism.

Workplace wellness programmes can help staff develop healthy habits such as managing their stress and reducing muscle strain when they are on the job. Consequently, the personnel can save money on prescription.

The bottom line of such programmes is that a healthy employee tend to be happier and more productive. As employees are the most valuable assets to any organisation, it is the responsibility of all employers to promote wellness programmes for their employees.



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PUBLIC SERVICE EXCELLENCE AWARD 2015

‘Creativity and Innovation to Improve Public Service Delivery’



The 9th Edition of the Public Service Excellence Award (PSEA) has been launched on 7th December 2015 under the theme ‘Creativity and Innovation to Improve Public Service Delivery’.

The theme for PSEA 2015 has been chosen in line with the energetic appeal made by the Prime Minister, Sir Anerood Jugnauth, at the unveiling of the strategy “Achieving the Second Economic Miracle - Vision 2030” which calls for a change in mind-set and for the commitment to make things happen.

The theme is a call for Public Officers to be agents of change and for Public Organisations to act as facilitators for achievements to happen while exploring novel ways of serving the public at large.

Organisations, therefore, need to adopt strategic and innovative approaches with a view to offer more citizen-centric services within the available resources. There is need to trigger a new mind-set and promote a fresh culture that will focus on national targets rather than routine jobs only. This constitutes the stepping stone to pave the way to improved service delivery across the Civil Service.

PSEA 2015 will, thus, reward those organisations which have successfully put in place reform strategies and policies

and establish result oriented measures. It will recognise those organisations that have gone out of their way despite the limited

resources available to bring in creativeness and innovation in their way of doing business.

PUBLIC SERVICE EXCELLENCE AWARD 2014



Public Service Excellence Award 2014: 'Leading the Public Service to Higher Productivity'

The Registrar-General's Department bagged the Grand Winner of the Public Service Excellence Award (PSEA) 2014 as well as the Winner of the Innovation and Improvement Award.

The Minister of Civil Service and Administrative Reforms, Mr Alain Wong Yen Cheong, handed over the Public Service Excellence Award (PSEA) 2014



Panel of jury

From left to right: Mr Dev Appalswamy, Mr Lawrence Wong Tak Wan, Mrs Aisha Allee-Mosaheb, Mr Junaid Muslun (Chairperson), Mrs Pria Thacoor, Mr Krish Ponnusamy, Mr Radha Krishna Sadien, Mr Navin Peerthy.

Trophy and the Innovation and Improvement Trophy along with Cash Prizes of Rs 100,000 and Rs 50,000 respectively to the Registrar General's Department during the Award Ceremony held at Club Med, Albion on 20 November 2015.

Out of the fifty two participants,

the Registrar-General's Department has excelled in all judging criteria namely, Strategic Planning and Objectives, Customer Centred Delivery, Leadership and Team Spirit, Efficiency & Effectiveness and Innovation and Improvement.

GRAND WINNER

Registrar-General's Department



SUB CATEGORY AWARDS

CUSTOMER CENTRED DELIVERY

Gastro-Intestinal Endoscopy Unit,
SSRN Hospital



LEADERSHIP AND TEAM SPIRIT

Sir Leckraz Teelock
State Secondary School



SUB CATEGORY AWARDS

EFFICIENCY AND EFFECTIVENESS

Case Noyale
Social Welfare Centre



INNOVATION AND IMPROVEMENT

Registrar General's
Department



SPECIAL JURY AWARD

Flacq Haemodialysis Unit



Entomology Division



SPECIAL MENTION IN

CUSTOMER CENTRED DELIVERY

Mauritius Business Growth Scheme Unit



LEADERSHIP AND TEAM SPIRIT

Mauritius Fire and Rescue Service



SPECIAL MENTION IN

EFFICIENCY AND EFFECTIVENESS

Forensic Science Laboratory



INNOVATION AND IMPROVEMENT

Sir Abdool Razack Mohamed State Secondary School







HUMAN RESOURCE DEVELOPMENT DIVISION

Human Resource Development in a nutshell

Induction Programme for new recruits

A four-day Induction Programme was conducted for some 308 new recruits who have joined the civil service in 2015 and 2016 to provide assistance at Management Support Officer level. The objectives were to equip participants with the necessary knowledge and skills required of a Management Support Officer; render them multi-skilled and team oriented and facilitate their integration in the Civil Service.



Induction Programme for Office Management Assistants

A four-day Induction Programme is being organised by the Human Resource Development Division for some 290 newly appointed Office Management Assistants (OMAs) with a view of imparting the necessary skills and competencies to the newly appointed OMAs; sensitising them on their roles and functions; and helping them develop the right mind-set and attitude to perform their job with a customer- focused and performance-oriented approaches.

École nationale d'administration

Since 1995 till November this year, 18 officers from the Administrative and Diplomatic Cadres have followed training courses ranging between 7 months to 17 months at l' École nationale d'administration (ENA) in France.

Basic ICT Security Awareness Programme for OMEs & HRMIS Staff

Some 80 officers from Ministries/ Departments grouped in three batches followed a two-half-day training programme on Basic ICT Security Awareness Programme organised by the Ministry of Civil Service and Administrative Reforms at Fooks House. The course aimed at sensitising OMEs and HRMIS Staff on existing threats in



Induction Programme for OMAs



Talk on 'Change Management' with Mr Justin Allen

today's world; empowering the participants by showing various security measures and guidelines which can be applied to safeguard against these threats; and providing the officers with the necessary knowledge and skills to help them take necessary steps to mitigate their ICT Security exposure.

Talk on Change Management

Some 250 high officials of the public sector as well as stakeholders were invited to attend a one-hour talk on 'Change Management' in August 2015 at Sir Harilal Vaghjee Memorial Hall. The talk was delivered by the international management guru, Justin Allen, Principal and Head of Operations, Facilitator and Researcher at RBL Group. Its objectives were to contribute to

the advancement of the fields of transformational change and leadership by connecting leaders with practical tools, leading edge theory and providing participants with opportunities to learn from each other.

Technical assistance from Malaysia

- Mr K. Samlall, DPS, attended the training programme on Fostering Innovation for Organisational Stability in Malaysia from 29 Nov to 13 Dec 2015.
- Mr Coolen, Director OSH, participated in a Training Programme on Professional Diploma in Total Quality Management from 9 Jan to 9 Feb 2016.

PUBLIC OFFICERS' WELFARE COUNCIL

Providing a platform to public officers and their families to interact in a relaxed, friendly and convivial environment

The Public Officers' Welfare Council (POWC), whose main purpose is the promotion of the welfare of public officers, has laid out its goal for 2016: enhancing the work-life balance of public officers and their families through the organisation of more innovative and interesting projects and events.

Among the forthcoming initiatives are football tournaments; stays at hotels; excursions; tours to Reunion and Rodrigues islands; scrabble, public speaking and essay competitions; and culinary competition.

It is recalled that throughout 2015, the Council held numerous activities that have rallied together thousands of public officers. The scope of activities encompasses four dimensions: Information, Education and Communication; Sports and Keep-fit; Recreational and Leisure; and Literary and Cultural. As for the annual Civil Service Kermesse, it was held on Sunday 8 November 2015.

Here some snapshots of 2015 events:

INFORMATION, EDUCATION AND COMMUNICATION

The Council organised a one-day workshop for Presidents, or representatives, of Staff Welfare Associations of Ministries/ Departments on 29 December 2015 at the Civil Service House, Vacoas.

The main objectives were to obtain feedback from participants on activities organised during 2015, seek their suggestions/proposals for further improvement and draw up an action plan for 2016.



SPORTS AND KEEP-FIT ACTIVITIES

With the objective to provide opportunities to public officers to maintain their physical fitness and practise their favourite sports, the Council organised the following activities.

- Football Tournaments

- Volleyball Tournaments
- Yoga, Zumba and Tai-chi sessions.

Civil Service Football Tournaments

The Council, through its Sports and Keep-Fit Subcommittee, organised the 20th edition of the Civil Service Football

Tournaments from March to June 2015.

Two separate Tournaments were organised:

- The Civil Service Tournament for officers in the Civil Service in general
- The Disciplined Forces Tournament for officers in the Disciplined Forces

Participants

Thirty-two teams from different Ministries/Departments and sixteen from the Disciplined Forces participated in the Civil Service Tournament and Disciplined Forces Tournament respectively.

The finals of the Disciplined Forces Tournament were played on 17 June 2015 at the New George V Stadium, Forest-Side as follows:



Tournament	Match	Score
Disciplined Forces	SMF v/s NCG	7-8



Civil Service Volleyball Tournaments

The Civil Service Volleyball Tournament enlisted the participation of more than four hundred public officers. Three separate Tournaments were organised from February to May 2015 as follows:

- Civil Service (Men) Tournament
- Civil Service (Ladies) Tournament
- Disciplined Forces Tournament.

Twelve teams participated in the Civil Service (Men) Tournament, three in the Civil Service (Ladies) Tournament and ten in the Disciplined Forces Tournament. The Tournaments were played on a league cum knock out system. The finals were held on 6 May 2015 at Pandit Sahadeo Gymnasium, Vacoas.

Prizes

Prizes for the finals were awarded as follows:



Tournament	Rank	Team
Disciplined Forces	Winner	NCG
	Runner-up	SSU
	3 rd Place	VIPSU
Civil Service Men	Winner	Ministry of Education Sir Abdool Raman Osman SSS
	Runner-up	Ministry of Education Zone 2
	3 rd Place	Government Printing
Civil Service Ladies	Winner	Police Team
	Runner-up	Ministry of Youth and Sports



Keep-fit activities

The Council had organised Keep-fit activities at the Civil Service House, Vacoas, for public officers which started as from February on the following activities:

- Yoga
- Zumba
- Taichi

RECREATIONAL ACTIVITIES

Tours were organised in 2015 to Rodrigues and Reunion Island to give participants the opportunity to visit the islands as well as discover the most attractive and memorable places.

In Rodrigues, four group tours were organised at Les Cocotiers hotel as follows:

- 14-18 April
- 7-11 August
- 17-21 November
- 26-30 November.

The interesting sites visited during the tour were:

- Ile aux Cocos
- Monument "Marie Reine Des Rodrigues"
- Francois Leguat Giant Tortoise and Caves Reserve
- South East Coast and "52 Contours"
- Cathedral St. Gabriel
- Trou D'argent
- Roche Bon Dieu
- Mon Limon
- Port-Mathurin.



Regarding Reunion Island, a group tour was organised from 2-6 December 2015. Participants were accommodated at Tulip Inn Hotel- Saint Clotilde.

The interesting sites visited during the tour were:

- Salazie
- Family Rouloff – one of the famous vanilla producer
- Piton de la Fournaise
- Museum “La saga du rhum”
- St. Denis
- La Vierge Noire



Excursions

The Council had organised excursions at:

- La Vallée Des Couleurs
- GRSE Waterfalls/Ile-aux-Cerfs on “Bateau Pirate”
- GRSE Waterfalls/Ile-aux-Cerfs on speedboat including nautical activities
- Casela-World of Adventures



Stays at Hotels

Stays at hotels organised by the POWC are considered to be the most popular activity among public officers. As a matter of fact, more than one thousand public officers including their families participated in stays at the following hotels: Calodyne Sur Mer, Mervile Beach, The Ravenala Attitude, Coral Azur Beach Resort, Tamassa Hotel, and Preskil Beach Resort.



LITERARY AND CULTURAL

With the view to motivating officers to get involved in intellectual pursuits and enhancing their interaction with other colleagues from different Ministries and Departments, the Council organised Scrabble and Essay Competitions.

Scrabble Competition

The 7th edition of the Civil Service Scrabble Competition was organised on Saturday 26 September 2015 at the multipurpose hall of the Sir Abdool Razak Mohamed SSS, Port-Louis.



Essay Competition

The United Nations Public Service Day (UNPSD) and Africa Public Service Day (APSD) were celebrated this year around the theme: "The Role of the Public Service in Women Empowerment, Innovation and Accessible Service".

In this context, the Public Officers' Welfare Council organised its annual Essay Competition on the theme: "Elaborate on the measures to promote and encourage Women Empowerment in the Public Service".



CIVIL SERVICE KERMESSE

The 22nd edition of the Civil Service Kermesse was organised on Sunday 8 November 2015 at Gymkhana, Vacoas, with the view to enabling public officers, their families and the public in general to interact in a friendly and stress-free environment. The kermesse constitutes one of the largest public gatherings in the country.







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