

PUBLIC SERVICE EXCELLENCE AWARD 2012

ADDRESS BY MR RAJ DUSSOYE, CHAIRMAN OF THE PANEL OF JURY

The Honourable Minister of Civil Service & Administrative Reforms,
Mr Souresh Chundre Seeballuck, Head of Civil Service and Secretary
to Cabinet,

Mr Sateaved Seebaluck, Senior Chief Executive at this
Ministry,

Mr Ashis Kumar Hoolass, Permanent Secretary of this
Ministry,

Fellow Members of the Jury,

Directors and Heads of the participating organisations,

Distinguished Guests,

Ladies and Gentlemen.

Good evening.

Let me begin by saying what a great pleasure and privilege it is for me to be with you here to-day on this special occasion of the Annual Public Service Excellence Award. As ordinary citizens, we take for granted, without realising what our life would be, if suddenly public transport was to cease operating, if water was to stop flowing from our taps, if our hospitals and schools were to shut down, and if the port and the airport were to close down.

Our whole economy would crumble for want of these facilities. This shows how vital the Civil Service is to our daily life. But as our economy grows and expands, it is important that we encourage and motivate our Public Service organisations and ensure that they are provided with the means to improve their standard to meet the increasing demands of our society.

And it is in that context that the Public Service Excellence Award was set up in 2005, at the initiative of the Prime Minister, Dr Navin Ramgoolam as a launchpad towards excellence in the public service. I am indeed honoured and grateful to have been called this year to be the Chairman of the Panel of Jury, with Mr Eddy Jolicoeur, (Group Head of HR at MCB) Dr Kaviraj Sukon, (Director General at Open University Mauritius) Mr Hamid Seelarbokus, (Group HR at

Omnican Ltd) Mr Toolsyraj Benydin, (Secretary General National Trade Union Confederation) Mr Rashid Imrith, (President Federation of Public Sector and Other Unions) and Mr Anbanaden Veerasamy (former permanent Secretary) as fellow members of the Jury.

There are number of dedicated public officers who are relentlessly striving for excellence day in and day out, despite all the constraints and challenges, and they deserve to be celebrated and recognized. It is their example that will serve as a catalyst for change. I would like to congratulate and thank each and every institution for its participation in the Public Service Excellence AWARD 2012.

Our exercise as a Jury has been pleasant but not easy, as some of the participants were really very close to each other in terms of their leadership, organisation, team work, and achievements. I am pleased that, this year we had a large number of participants, 45 in all, from various sectors ranging from Education, Health, Public Infrastructure, Business, the Police Department, the Prisons Service, Energy Services to Citizens Advice Bureaux, and others. We encourage more participants to join in as the exercise itself, is a great experience at looking differently at what you may be routinely doing every day.

The panel of Jury would like to share that we have learnt a great deal from our visits at the participating organisations and from our interactions with their management and staff. We were much impressed by the good standard of the organisation and service of many of the departments. For many of us the initial perceptions, which unfortunately prevails in the Mauritian society, has now positively changed.

The theme for the 2012 edition of the Public Service Excellence Award is “Innovation and Citizens Engagement in Service Delivery”. You will all agree that to be a good organization, one has to keep abreast of innovation and progress, be it in the public or the private sector. However, to move from good to great, organisations must adopt a culture of breakthrough change, alongwith continuous improvement.

Such a culture is exactly what the Public Service Excellence Award is promoting. It should be recognised that such culture of excellence comes at a hard price. It requires hard work, utmost dedication and selfless commitment.

The Panel of Jury for the 2012 Award has made its choice of awardees. We shall very soon know who they are. I would like to offer my very warm congratulations to the winners of the Award and to wish them well in their future endeavours.

I wish also to thank all the participants and to tell them how much the panel of Jury has appreciated the immense efforts put in by them to continue improving.

Finally, let us all remember that every participant is a winner in this competition. The ultimate purpose of improving is to provide the optimal superior service to society at large for the well-being of one and all.

May I conclude by placing on record my gratitude to my fellow members of the Jury for their excellent collaboration, and my great appreciation to Mr Ashis Kumar Hoolass and the whole team of the Administrative Reforms Division of this Ministry for all their help, guidance and logistics support in our task.

Excellence is a journey, not a destination. I wish you all the best in this wonderful journey.

Thank you for your kind attention.

PUBLIC SERVICE EXCELLENCE AWARD 2012

SPECIAL MENTION

Honourable Minister,

Ladies and Gentlemen

The panel of Jury would like to congratulate and thank each and every organisation for its participation in the 2012 edition of the Public Service Excellence Award. We have no doubt that this Award will continue to provide a platform to honour and share best practice in the Public Service.

We wish to commend all participants in this award and we encourage more departments to participate in the coming editions.

The choice of the award winners has definitely not been an easy task. During this exercise, the Panel has been on special lookout for “Innovation and Citizens Engagement in Service Delivery” which is

the theme for the 2012 edition of the Public Service Excellence Award. We have been impressed with the track record of three participants who are not among these winners, but have achieved praiseworthy results by meeting the daily challenge of delivering timely, cost-effective, safe and quality service, at any time of day or night.

The Panel would wish to distinguish these three participants by Special Mention:

- First we have an organisation where the staff has been going out of their way to preserve the memory and culture of our country. Their passion and dedication is unequalled.

Ladies and gentlemen, this Special Mention goes to the **National Archives Department.**

- The second Special Mention goes to an organization which is unique in Mauritius providing high standard of services using validated and internationally recognized methods for

competence and global equivalence. This Special Mention goes to **Forensic Science Laboratory**

- The third organization, operating on a pilot basis, aims at providing training to women for income generating activities.

The panel was happy to note the close engagement of members of the local community alongwith with the public service.

This Special Mention goes to Home Economics Production Centre.

SPECIAL JURY AWARD

Ladies and Gentlemen,

The Panel would also wish to distinguish a Special Jury Award.

The services provided by this organization are unique in Mauritius.

The project was spearheaded by a team, who besides taking care of their normal work, decided to collaborate together.

They had, but one objective in mind – A healthier Mauritius. The panel also recommends that proper framework be put in place for this service to be operated on a full time basis with a full time team.

The Panel appreciates the hard work, utmost dedication and selfless commitment of the staff.

The Special Jury Award goes to **Gastro Intestinal Endoscopy Unit.**

*Address by the Hon. Sutyadeo Moutia,
Minister of Civil Service and Administrative Reforms
Public Service Excellence Award 2012
Award Ceremony*

Intercontinental Mauritius Resort, Friday 16 August 2013 @ 18 00 hrs

Mr. Sateaved Seebaluck, Senior Chief Executive of my Ministry,
Permanent Secretaries here present,
Mr. Raj Dussoye, Director and Chief Executive Officer of Bank One
and Chairman of the Panel of Jury,
Members of the Panel,
Heads of Departments,
Representatives of Unions,
Members of the Press,
Performing Artists of the Evening,
Distinguished Guests,
Ladies and Gentlemen,

A very Good Evening to you all!

I am really pleased to be with you all at the Public Service Excellence Award ceremony 2012. This is the most awaited annual event of the Civil Service while the forthcoming Kermesse remains a very popular one.

This evening we are gathered to celebrate excellence... Ralph Marston said, I quote:

"Excellence is not a skill. It is an attitude." Unquote

Through our presence at this venue this evening, we try to express our appreciation for those who have excelled last year in adopting the right attitude, developing the sense of commitment to an agreed organizational objective, getting all men and women in the organization to shift focus from performance to excellence with a view to innovate and secure Citizens Engagement in Service Delivery.

Citizens Engagement is increasingly seen to be a major or perhaps the most important determinant of development. It promotes the sense of project ownership or ownership of development. It also aims at bringing in the concept of a participatory approach to development. Citizens engagement in decision and implementation of programmes tend to ensure sustainability and sound management after delivery under specific programmes. The effectiveness of citizen engagement has

been seen in the area of protection of the ecosystem and in addressing deforestation in rural communities across the world. Citizen engagement is also seen to be very effective in rural development, poverty alleviation, crime reduction, neighbourhood watch, and even for the effective management of public infrastructure.

The Public Service Excellence Award 2012 has the merit of driving public service organizations to lay increased emphasis on citizen engagement in service delivery. It aims at triggering a change in mindset and provides for more voice and space for citizens. I understand that the 45 participating organizations have invested themselves as teams to see in what way they can improve their scores with regard to citizen engagement. If this has been achieved, then we are all winners.

Ladies and gentlemen, we are here to give formal recognition to departments and organizations which have dared to take the initiative to review their business processes to innovate and provide for citizen engagement while effectively fulfilling their daily responsibilities.

It is rightly said that “Excellence is never an accident; it is the result of high intention, sincere effort, intelligent direction, skillful execution and the vision to see obstacles as opportunities.”

Ladies and gentlemen, in classical profit-oriented business operations, Return on Investment is the prime concern of Board Rooms. In the Civil Service, it is a different story. In the Civil Service we are in a non-profit service-oriented business. Service effectiveness is not always seen through the bottom-line. It is always difficult to measure both its contribution to socio-economic development and the extent by which it falls short of expectations.

You will agree, ladies and gentlemen, that the contributions of the civil service are reflected in broader socio-economic indicators which may hardly be disaggregated to single out such contributions. Unfortunately, we may not have an effective indicator of wellness.

We, therefore, rely on customer responses. Again, such responses come to surface only in cases of dissatisfaction. The majority of satisfied customers remain silent and many tend to believe that what is projected in the media constitutes the whole picture and absolute truth.

The Civil Service is also often projected to be a sector where everything stops between 4.00 pm today and 08.45 am the next day.

Let me tell you, ladies and gentlemen, that more than 50% of Public Servants ensure a 24/7 schedule producing invaluable services.

I am here referring to the forces of Law and Order, Fire fighters, the Health Sector, the Civil Aviation Department, Meteorological Services, and the mass of Public Officers who dedicate themselves to the service of the country.

If this is the real picture, then why very often is the Civil Service assumed to be a 9 to 4 sector?

The essential services provide an uninterrupted service on a 24/7 schedule both during normal times and during natural calamities when the country goes through very hard times.

In absence of effective indicators for services that have always been provided and that will continue to be provided, we tend to look for bench marks. We tend to believe that in developed countries everything is perfect. We tend to overlook the poor quality of service in such countries as we have been groomed since school days to believe that “Cambridge never errs!” **You are all aware what happened a few years ago!**

Each one present here should have a close relative in UK, France or Italy. I can share with you a recent experience of the Civil Service in a very developed country (I would not cite the name of the country). A friend of mine was visiting that country and it happened that a close relative passed away.

My Mauritian friend who is also a very experienced officer in the Civil Service in Mauritius accompanied the son of the deceased relative in all the procedures and he was shocked to learn that it is just normal that it can take five days for the issue of a medical certificate from the General Practitioner certifying the death of a person who was a terminal stage cancer patient with all the records in the hospital.

It is acceptable in that country that the funeral ceremony be held some 10 days after the death of a person. I stress again that I am talking about the Civil Service in a very developed country.

Just imagine what would have been said or written in the media if such a thing would have happened in Mauritius! Some would have demanded that the Minister steps down.

They would refuse to look at the brighter side! They may not see that the Civil Services in European countries have been continuously laying-off people. I would not repeat myself on the plight of workers in those countries with regard to their take-home packages and bonus.

In Mauritius, through the concerted effort of the people including our Civil Servants and the vision of our Prime Minister, we have succeeded in averting crashes. The Honourable Prime Minister keeps on repeating that nobody owes us a living. We have averted the crashes and the country has implemented recommendations of the Pay Research Bureau and EOAC. We are also continuing to recruit people in the Civil Service.

Ladies and gentlemen, we are all here this evening to recognize that the Civil Service in Mauritius is producing goods and services to meet national objectives. The Civil Service also ensures the smooth transition of power between the outgoing and incoming governments and our Electoral services are called upon to advise on conduct of elections even in other countries.

Other countries of the region never waste any opportunity they have to learn from experiences of our Civil Service.

As the executive arm of government policies, the Civil Service is playing its role effectively. However, as in any system there is always room for improvement. My Ministry has continued with the tradition of recognizing excellence and innovation in this manner. The tradition was,

in fact, started by the Honourable Prime Minister, Dr. Navinchandra Ramgoolam, in 2006.

Since then, we have seen deserving organizations being awarded and what is more interesting is that even participating teams do adopt the right spirit and accept the decision of the jury. They trust the professionalism and impartiality of the jury panel. The customers of those organizations are never seen to come to the front to express any disapproval of the choice of the panel.

Ladies and gentlemen, different breeds of officers from Baby boomers generation, generation X, and Millenials collaborate in teams to serve the people. Their main goal is to create customer delight within the ever present budgetary constraints and amidst adversities and externalities on which we have no control.

I should say that the Civil Service succeeds in developing service teams which can stand up to these challenges. Organisations also succeed in dedicating time and energy to re-examine processes, strategise on re-engineering the processes and generate excellent services with the minimum that they have as resources.

Aristotle said and **I quote**: “We are what we repeatedly do. Excellence, then, is not an act, but a habit.” **Unquote**.

I have no doubt that participating teams have developed the habit and the benefits of the good habits will spill over to their customers. Since the Award was launched, there has been an ever increasing number of organizations which have participated. Those who were with us at the last Award Ceremony would certainly recall that I expected to see a sensible increase **from last year’s figure of 33 participating teams**.

I should express my satisfaction with the quantum leap this year in response to my call. 45 organisations have sent their entries and, as Minister of Civil Service and Administrative Reforms, I am happy that so many organizations have somehow solemnly sworn to innovate and achieve citizen engagement in service delivery. There is no doubt that such commitment for citizen engagement is consistent with **government’s vision to put people first**.

Ladies and gentlemen, Confucius has said and I quote:

“The will to win, the desire to succeed, the urge to reach your full potential... these are the keys that will unlock the door to personal excellence.” **Unquote.**

Participating teams have certainly felt the urge to reach their full potential and I know that it should have been a very difficult task for the jury panel to identify the most excellent from all those who have had the desire to excel. I thank the president and members of the panel who have dedicated time and effort to study the submissions, visit the organizations wherever they are based and adjudicate on the merits of each organization. They have done an excellent job and deserve our appreciation.

Here, I have a special word of thanks for Mr. Raj Dussoye, Director and Chief Executive Officer of Bank One who already has a very hectic schedule. He has managed to dedicate many valuable hours to head the jury panel and add value to the whole exercise with the long experience in a very competitive sector.

All these happen in a context when different determinants of business environments including stakeholders are taken on board, when the necessary support is provided and when the institutional framework is made to be conducive by the will of government. I would like to reassure all participating organizations that my Ministry will sustain such collaborative ventures and provide similar facilitation to other organizations in the context of the public Service Excellence Award 2013 which will be the forthcoming Award.

I, now, congratulate the Grand Winner of the Public Service Excellence Award 2012 and those of the sub-categories and I wish you the very best in all your endeavours at the service of our citizens. Let your example serve to motivate other public service teams to do likewise.

Distinguished Guests, Ladies and Gentlemen, let us join hands together in further professionalizing the Civil Service in Mauritius.

I thank you all for your attention.

**PUBLIC SERVICE EXCELLENCE AWARD CEREMONY 2012
EDITION**

Welcome address

by

**Mr. Sateaved Seebaluck, Senior Chief Executive
Ministry of Civil Service and Administrative Reforms**

Intercontinental Mauritius Resort, BalACLava

Friday 16 August 2013

Hon. Sutyadeo Moutia, Minister of Civil Service and Administrative Reforms

Mrs. Ramsamy, Senior Chief Executive of Ministry of Energy and Public Utilities

The Commissioner of Police

Permanent Secretaries

The Deputy Commissioner of Police

Chairman and Members of the Jury Panel

Mr Phokeer, Director of UTM

Heads of Departments

Representatives of Trade Unions

Members of the Press

Distinguished Guests

Ladies and Gentlemen

It is my honour and privilege to welcome you to the 5th edition of the Public Service Excellence Award Ceremony, on behalf of the Ministry of Civil Service and Administrative Reforms and on my own behalf.

We meet here tonight to celebrate those organizations that have worked to make a difference for people they serve, and those who have

demonstrated extraordinary leadership attributes, compassion and humility in the delivery of service to the community. They have made the theme for the current edition of the Public Service Excellence Award - '**Achieving Excellence through Modernisation**' - a way of life at the workplace.

Distinguished Guests, Ladies and Gentlemen,

Governments in developing countries are faced with the urgency to deliver improved and effective services to the citizens, usually with limited resources. Governments are thus under pressure to adopt innovative approaches and solutions that will reduce spending while prioritising and fast tracking service delivery. These call for continuous modernisation of methods, processes and infrastructure in the Public Service.

Amongst the many initiatives undertaken by the Ministry of Civil Service and Administrative Reforms, the Public Service Excellence Award provides the public sector with an opportunity to demonstrate tangibly its capacity to innovate and modernise service delivery. The Award ceremony is thus not only a time for celebration, but it is, as importantly, a time for showcasing, and sharing experience among peers in quest for excellence.

It serves also as an opportunity to educate the media and the public at large on the values, virtues and the worth of the Public Service.

Ladies and Gentleman

Not less than 33 organisations have participated in the 2011 edition against a similar number last year. This at least points to the fact that the enthusiasm for participation has not weakened in spite of the stringent parameters within which the Award is placed. It confirms that innovative ideas and action can be and are being implemented for the betterment of the nation.

Behind each entry, there is the commitment of the staff concerned; people who saw or created an opportunity to make the difference. They are not people simply “doing their jobs” – they are people with vision who walk the extra mile and apply their sense of creativity and commitment to serve differently.

Those who excelled will be rewarded tonight.

Distinguished Guests, Ladies and Gentlemen

The Chairperson of the panel of jury, Mr. Ravin Dajee is an extremely busy man; his duties even took him to Kiev in Ukraine for the Euro 2012 finals. He heads one of the oldest and largest banks in Mauritius. He still made time to chair the jury panel - and he did a great job.

The members of the panel are no less busy people - in their professional or social life, but they willingly spared precious time to carry out the adjudication exercise. They are so awesome and so committed.

Allow me to simply say 'thank you' to the whole panel.

I wish to express the gratitude of the Staff to the Minister, Hon. Moutia for his usual support and for being so motivating.

It remains for me now to express the appreciation of the Ministry to all the 33 organisations for their commitment to excellence through participation in the competition for the Award. I congratulate the grand winner as well as those of the sub-categories of the 5th Public Service Excellence Award 2011.

The Ministry looks forward to stronger participation in the 6th edition which will be launched next month.

I do not want to fail in my duty. I will thus thank wholeheartedly the staff and students of the Mahatma Gandhi Institute who will perform for us this evening.

Finally, it is from the bottom of my heart that I, as Senior Chief Executive, thank and congratulate the selflessly hard working staff of my Ministry for organising the Award competition and this fabulous Award ceremony. They are themselves worthy of an award.

I thank you for your attention.