PUBLIC SERVICE EXCELLENCE AWARD 2018

ENTRY FORM

Theme:

"Embracing Innovative Technologies and Processes for Public Service Enhancement"

PUBLIC SERVICE EXCELLENCE AWARD 2018

INTRODUCTION

The Public Service Excellence Award (PSEA) is one of the many tools used to drive the public service towards becoming a more dynamic, customer-centric and highly performing institution. It encourages team work and a culture of excellence across the public service.

Its overall objective is to recognise and reward meritorious efforts of Ministries/Departments and their respective Section/Division/Unit which have strived and travelled the extra mile to improve public service delivery and customer satisfaction in a noticeable manner. It is also a reliable instrument to foster innovative management practices in public sector organisations.

THE THEME

The theme chosen for the 2018 Edition of the PSEA is *"Embracing Innovative Technologies and Processes for Public Service Enhancement"*. This theme is meant to give an added dimension to the ongoing effort of Government to enhance the quality of public service in line with Vision 2030 and the 3-Year Strategic Plan.

THE AWARD

The best three submissions will receive the Gold, Silver and Bronze Awards in order of merit. The Winners will also be offered cash prizes as follows:

Gold Award : Rs 100,000
Silver Award : Rs60,000
Bronze Award : Rs40,000

ELIGIBILITY

All Ministries/Departments or Divisions/Units are eligible to participate in the Award.

However, Grand Winners of the previous editions of the Award are not eligible for participation for the next two editions following the year of their award.

ADJUDICATION

A Panel of Jury will be set up to assess the submissions.

APPLICATION

Applications should be submitted on the appropriate Form which is available on the website of this Ministry at http://civilservice.govmu.org.Information provided by participants should be factually correct, comprehensive and concise.

A hard copy, duly signed by a member of Senior Management, and a soft copy of the submission should reach this Ministry by**15 April 2019 at 16:00 hrs** at the following address:

Administrative Reforms Division
Ministry of Civil Service and Administrative Reforms
Level 10, SICOM Building 2, Corner Chevreau & Rev Jean Lebrun Streets, Port Louis
Tel: 405 4100 (PABX) - Extension: 10224 / 10225
Fax: 211 5047
Email: mcsa-aru@govmu.org
Website: http://civilservice.govmu.org

All submissions should be typewritten. **Handwritten or incomplete submissions will not be considered.**

NOTES FOR GUIDANCE

In their submission, organisations are required to bring forth their achievements for the past 12 months in terms of *"Best Practice"(as defined below)* and provide a substantive overview thereof so as to justify what qualifies them to be the potential winner of the Award. Organisations are encouraged to include written documentary evidence in support of their write-ups.

Definition of a Best Practice

A Best Practice is the implementation of a method/process/procedure/activity that has proven to work efficiently and effectively and produced remarkable results, and is, therefore, recommended as a model for other organisations to emulate.

For Office Use

Ref: …………………………………………………

Date of receipt of Entry Document: …………… /…………… /……………

Date of acknowledgement: …………… /…………… /……………

ENTRY FORM

1. PROFILE OF ORGANISATION

Name of organisation : Sebastopol State Secondary School (SSS)

Address : Pellegrin Sebastopol

Full name(*Block Letters*) **of Contact Person** : MR. DEV WOODIT

Post held by Contact Person : Educator

E-mail Address : devwoodit@gmail.com

Telephone Number : 57108261 / 58265165

Name (*Block Letters*) **and Signature of Senior Manager who validated the submission** :*(NAME)* JHAREE SHOBHANUND

(SIGNATURE)……………………………..

Telephone Number of the Senior Manager

: 4374917

Title of the Best Practice : **Innovative School Administration & Pedagogy**

Start date : April 2018

2. AREAS OF BEST PRACTICE

Organisations are requested to submit a well-defined Best Practice that has contributed to make substantial changes/improvements in management practices inspired by a combination of any of the ten pillars below. *(Pillars concerned by the practice must be selected from the list below)*

☑	**Growth and Development** *Public Sector business, programme and service delivery solutions that facilitate the inclusion of social and economic growth, keeping pace with the way society is evolving and are reflective of the diverse Nation we serve.*
☑	**Business Transformation** *Anticipation and responsiveness to the evolving client needs through modernisation and business transformation including the efficient use of resources and effort in developing a new workplace, culture and ethos.*
☑	**Innovation and Acceleration** *Making use of science, research, technology, innovation, institutional knowledge, data analytics, smart practices, shared information and knowledge for ideas generation and concept mapping.*
☑	**Digital Transformation** *Making use of technology, E-platforms (such as e-procurement, etc), tools and applications as an accelerator for improved quality service, efficiency, productivity, performance and results.*
☑	**Smart Process** *Making use of objective-oriented systems to simplify and automate business processes to be forward-thinking, rapid, responsive and efficient.*
☐	**Strong Governance and Institutional arrangements** *Ensuring that the right oversight and guidance for good governance, compliance, ethics, integrity, transparency, accountability, legal, operational and performance frameworks are in place.*
☑	**Performance** *Ensuring greater coordination and clarity of objectives, goals, roles and responsibilities and performance outcomes and providing the right tools, resources equipment and physical environment to enhance efficiency, productivity and employee commitment and motivation.*
☑	**Capacity Building and Capability Development** *Developing capacity, capability and learning to ensure that employees are continuously adopting and developing new skills, capabilities and technical/behavioural competencies while giving high priority to digital skills.*
☑	**Implementation** *Planning, design and implementation of projects, programmes and priorities are integrated so that the right people, funding, resources, logistics, infrastructure are in place and there is a shared ownership of outcomes.*
☑	**Customer Satisfaction: The Bottom line** *Improvement in customer experience and making public services efficient, transparent and equitable based on consultation and feedback from clients. The public and clients are at the heart of policy development, programmes, services and actions.*

3. EXECUTIVE SUMMARY

3.1 Provide an executive summary of the Best Practice successfully implemented by your organisation. *(Not more than 300 words)*

When it comes to the implementation of innovative technologies and processes, stakeholders in the education sector tend to focus on pedagogy and the implementation of technology in class to empower educators and learners. However, the administrative realms of the education sector tend to be overlooked.

After successfully implementing innovative practices and pedagogies which helped to improve the School Certificate (SC) results in 2017, Sebastopol State Secondary School (SSS) is now focusing on improving its administrative department as well as improving its pedagogic strategies. The school administration has a tremendous impact on the good running of a school and especially on the motivation of educators and learners which is paramount to the performance of any educational institution.

In this context, the following innovative technologies and measures were utilised to improve the administrative processes at Sebastopol SSS:

- **Electronic Filing**
  The administrative department at Sebastopol SSS has around 250 files/folders which needs constant updating on a daily basis. All the physical files have been stored electronically on the local computers of the administration and on 'One Drive' cloud as a backup and also for remote access. This Cloud platform was provided by the Ministry of Education and Human Resources, Tertiary Education and Scientific Research as part of the Microsoft Office 365 Solution.

- **E-Application of Leaves**
  Casual and Sick Leaves can now be applied online through electronic forms which are made available online to all teaching and non teaching staff.

- **Internal Messaging System**
  An internal email to SMS messaging system has been setup for the head of school to communicate urgent information with the staff more efficiently and effectively.

- **Online Weekly Plan**
  The submission of weekly plans by educators has been shifted online.

- **Discussion Forum**
  Sebastopol SSS has also created an online discussion forum for sharing of good practices among educators, with the main aim of keeping up to date with the latest best practices and improving productivity.

- **Online Mark Sheet**
  Instead of manually filling marks for all classes and subjects by educators. The mark sheets have been made available to educators on Cloud, and they can fill at their convenience either at home or at school.

Regarding Pedagogy, Sebastopol SSS is innovating with the implementation of the **'Technology Enabled Learning' (TEL) project**. The Rector initiated the TEL project with the acquisition of smart televisions and the provision of Wi-Fi connectivity to all educators. This enabled educators to optimise their lesson delivery and utilise innovative information technology tools.

4. MOTIVATION FOR THE ADOPTION OF THE BEST PRACTICE

4.1 What were the problem areas faced by the organisation and how were beneficiaries affected? *(Not more than 300 words)*

Initially one of the main problems faced by the administration department was the inefficient and unsystematic management of files. The filing system at school contains more than 250 files, several of which need updating and consulting on a daily basis, this led to the following problem areas:

- **Inefficiency**

Due to the misplacement of files relating to the critical running of the school, the decision making process by the head of school was compromised as relevant information were not made available in a timely manner.
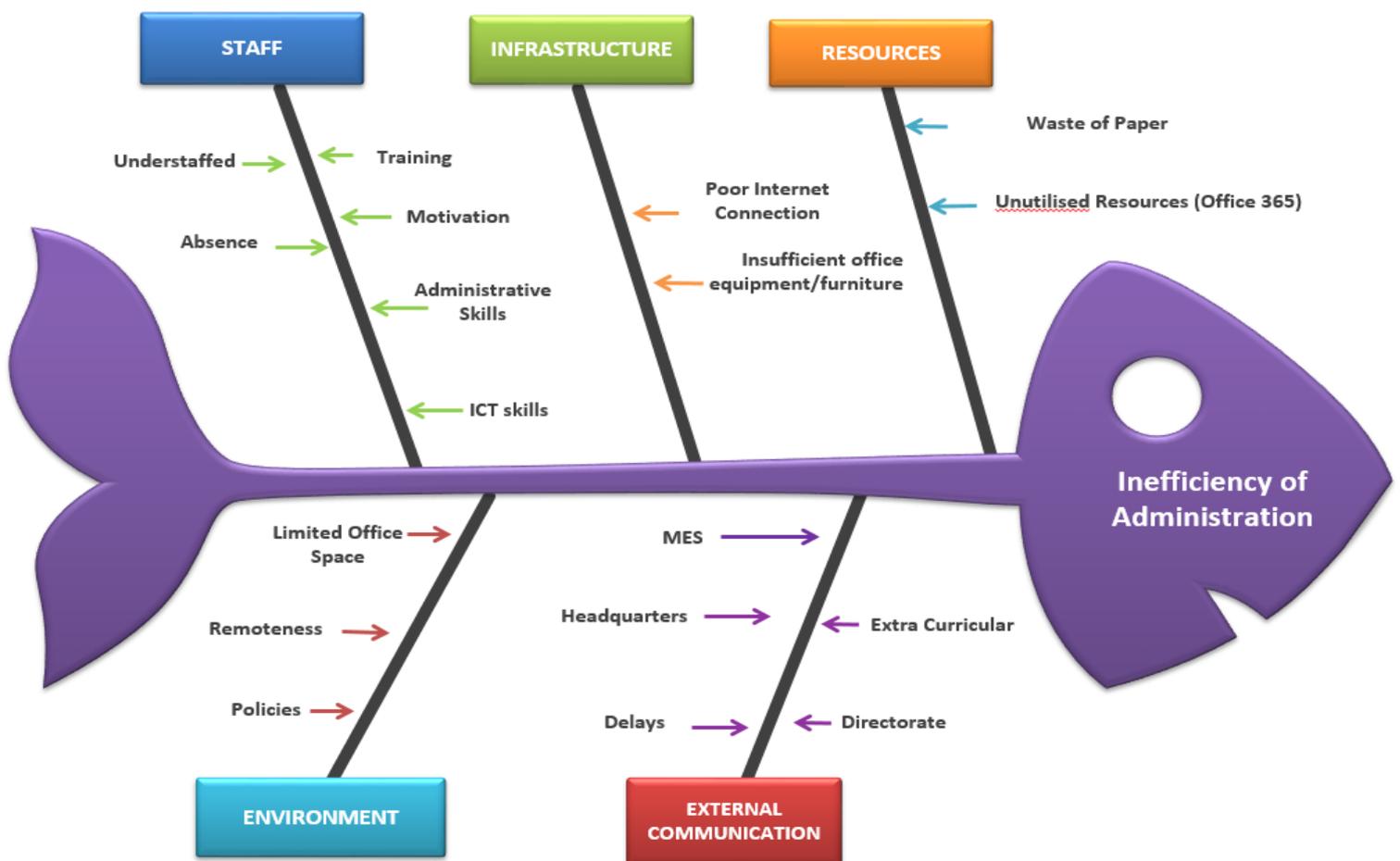
Poor Communication

Poor Decision Making

Lack of Privacy

Inneficiency

Waste of Paper

Files Misplaced

Low Staff Morale

Delays

- **Quality of Results**

In 2017, Sebastopol SSS has been able to drastically improve the pass rate for School Certificate (SC) through innovative school management strategies which enabled us to win the 'Special Award' for the PSEA. This time around, the rector wanted to improve other weak areas such as the quality of results for several departments that is the percentage of credits scored at SC Level.

4.2 Describe the plan or strategy adopted to address the problem areas using the ten pillars at Section 2. List down and describe the main elements of the plan or strategy, focusing especially, on their innovative feature(s) and the expected or intended effects.*(Not more than 500 words)*
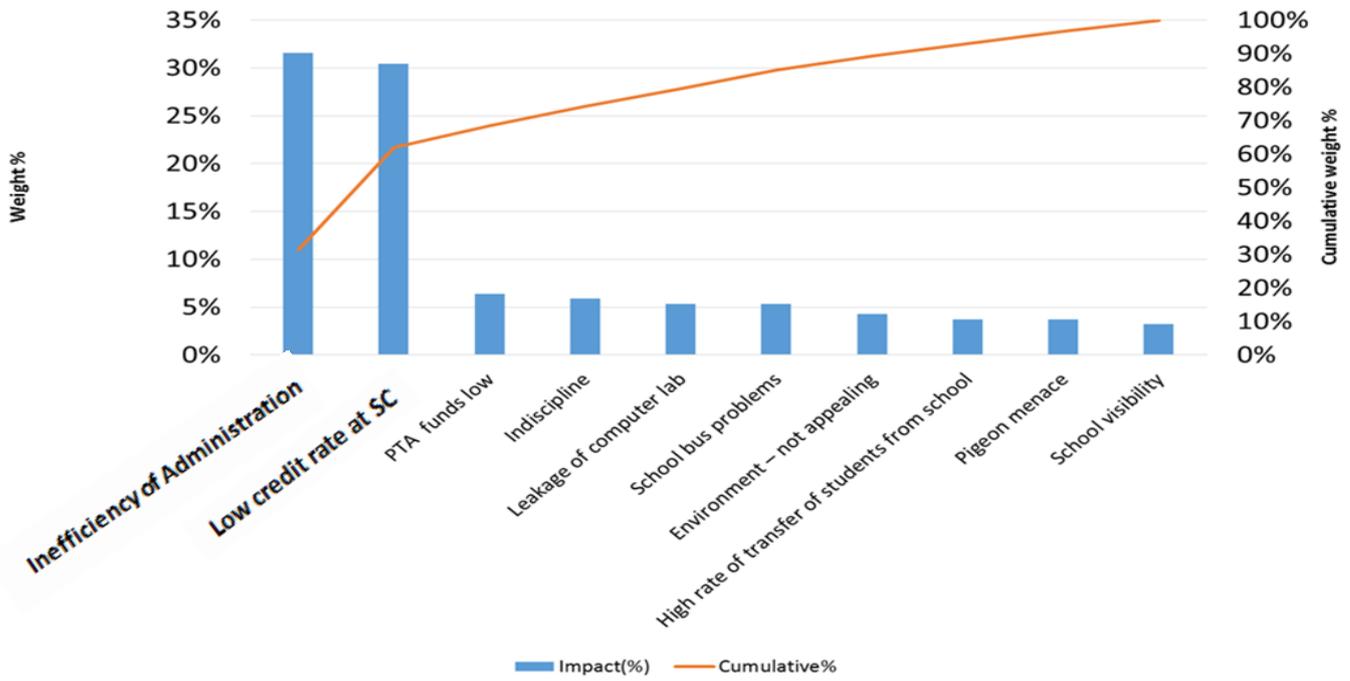
For the administration's inefficiency and other associated problems, the Rector along with administrative, teaching staffs and care takers brainstormed and collaborated to find the roots of the problems and develop innovative problem solving strategies.

ROOT CAUSE ANALYSIS-FISH BONE

Upon investigation, several factors contributing to the inefficiency were found, namely; staff, infrastructure, resources, environment & external communication. Several processes that were inefficient were identified and they had to be redesigned to improve their productivity. Moreover, technology was seen as a mean to solve several of the problems identified during the brainstorming sessions. The areas for improvement would mainly include developing human capital, make business processes leaner, integrating technology to improve service towards our stakeholders, improve communication and employee commitment.

Pareto Chart

Chart axes: left axis "Weight %" (0% to 35%), right axis "Cumulative weight %" (0% to 100%).

Categories (x-axis): Inefficiency of Administration, Low credit rate at SC, PTA funds low, Indiscipline, Leakage of computer lab, School bus problems, Environment – not appealing, High rate of transfer of students from school, Pigeon menace, School visibility

Legend: ■ Impact(%) — Cumulative%

5. METHODOLOGY

5.1 What were the quantitative and/or qualitative targets or key performance indicators that were set for the implementation of the Best Practice? *(Not more than 300 words)*

Several Key Performance Indicators (KPIs) were formulated to quantify the target set by the school management.   Those KPIs were focused on the welfare of all stakeholders of Sebastopol SSS.

- **Inefficiency of School Administration**

1. *Lead Time For Filing Documents*
   This is a measure of the time taken when receiving a document and filing it in the designated folder.

2. *Lead Time For Retrieving Files*
   This measures the time it takes for the administrative clerk to retrieve a file when required by the head of school or any other party.

3. *Number of documents lost*
   This refers to the number of documents that have been lost during the course of the year.

4. *Lead Time to process request for leaving certificates*
   This is measures the time taken from the application for a leaving certificate till the time the certificate is delivered.

5. *Time taken to respond to parliamentary questions*
   This a measure of the time taken the Rector to respond to parliamentary questions when requested by the Ministry.

6. *Time taken to communicate circulars to staffs*
   This KPI gives an indication of the time it takes for a circular or document to reach its recipient the moment it arrives at the administration office.

7. *Time taken to approve casual & sick leaves*
   This is an indicator of the time taken by school management to approve the casual leaves and sick leaves applications from the school staff.

8. *Upholding Privacy and Confidentiality of Documents*
   This concern preserving the privacy of documents and circulars the moment the school administration receives the document to the moment the contents of the documents are communicated to the person(s) concerned.

9. *Time taken for the verification of Weekly Plans*
   This shows the time taken for the Rector/Senior Educator to verify all educators' weekly plans at the start of the week.

10. *Satisfaction in communicating with parents and visitors*
    This refers to the satisfaction level of parents and other visitors/stakeholders at school in responding to their queries. This implies meeting their needs in a timely manner, provision of accurate information and how efficiently their needs were met.

- **Quality of Results**
  1. *Percentage Pass & Credit*
     This is a measure of the percentage pass for each subjects and the percentage of credits obtained.

5.2 (i) Describe in details the involvement of employees and, if any, other stakeholders in the identification of the problem areas. *(Not more than 300 words)*

Several members of staff at Sebastopol SSS were involved in the identification of the problem areas and the opinions of external stakeholders were also sought to have a more comprehensive. Their involvement can be described as follows:

- **Administrative Staff**
  Regular meetings and brainstorming sessions were held by the rector and Senior Educator with the administrative staff. A root cause analysis was carried out to find the exact causes leading to inefficiency in the administration. Care takers were also taken on-board to provide feedbacks on the problem they encounter as they are the one who pass on the communication books and circulars to the recipients.

- **Heads of Departments & Educators**
  Educators were also consulted regarding the problems they face regarding the school administration and their feedbacks were collected during monthly staff meetings.
  In regard to the quality of results, monthly departmental meetings were held with the heads of departments and their educators to determine the causes leading to lower quality of results. A Pareto Analysis was carried out to find the determining causes of such performance.

- **Parents – Parent-Teacher Association (PTA)**
  Parental feedbacks gathered during PTA meetings, distribution of results at the end of each trimester and daily was also a major contributor in the identification of problem areas. Those feedbacks range from academic performance to the school's effectiveness in communication.

- **Ministry of Education**
  Officers from the Technical Division of the Ministry of Education and Human Resources, Tertiary Education and Scientific Research and the Zone Directorate also contributed in identifying problem areas through their feedbacks and complaints to the Rector.

- **Quality Assurance & Inspection Division (QAID)**
  Officers from the QAID were of tremendous help to the school in identifying shortcomings in the administrative departments and they also provided their feedbacks on pedagogical approach and improving the quality of results.

- **Students – Student Council**
  The Prefects and Student Council contributed to the identification of problem areas through their feedbacks on difficulties students have been encountering in class.

(ii) How far were employees and, if any, other stakeholders involved in problem solving and decision making?(*Not more than 300 words*)

- **Kaizen Committee**
  In the initial phases of improving and sorting the physical filing system, the Rector sought the help of the National productivity and Competitiveness Council (NPCC) to implement the Kaizen project at Sebastopol SSS. This led to the setup of a Kaizen Committee, which was of great help in sorting out the physical filing system.

- **Innovative Technology Team**
  A special task force was created by the Rector comprising of some educators and non-teaching staff who have the required Information Communication Technology (ICT) skills to help in integrating technology into existing administrative processes for better efficiency.

- **Administrative Staff**
  After having sorted out the physical filing system based on the Kaizen principles, the administrative staff started to migrate it on their computers and online on Microsoft Office 365, One Drive Platform. They were assisted by members of the innovative technology team.

- **Quality Assurance & Inspection Division (QAID)**
  The QAID officers were involved in providing technological support in relations to the mark sheets and assessment feedback forms. They also provided helpful guidance on improving lesson delivery through technology.

- **Executive PTA Members**
  The objectives of the executive PTA members were in line with that of the head of school. Therefore, they provide their financial support in implementing the Technology Enabled Learning (TEL) Project.

- **Heads of Departments & Educators**
  Four departments volunteered to implement the TEL project and they each were provided with a smart TV. The educators in those departments devised innovative pedagogies such as Virtual Tools, Computer Aided Design (CAD) and online tools to improve the quality of their results.

5.3 How was team work and team spirit fostered to achieve objectives? (*Not more than 300 words*)

The successful integration of technology and innovative practices in any organisational setting require the involvement and collaboration of all staff at all levels. This has been made possible at Sebastopol SSS against all odds through the strong leadership and innovative vision of the Rector.

- **Communication**
  Effective communication has contributed to the successful implementation of the innovative strategies. Monthly meetings were with educators and head of departments to gather their inputs and queries regarding administrative issues and academic performance. These meetings also enabled the rector to communicate his vision for the school and solve potential conflicts at an early stage.

- **Teamwork and Empowerment**
  Teamwork has been made efficient by having smaller manageable teams with very specific objectives which eventually contributed towards the end results. The team members for each team were chosen based on their skills, abilities and willingness to help. Teams were empowered by being independent and innovative and they were also provided with the resources (laptops, internet connection, printing facilities, among others) they required to complete their objectives.

- **Partnership/Collaboration**
  Wherever the teams required help to achieve their set objectives, the Rector contacted resource persons from parastatal organisations such as the National productivity and Competitiveness Council (NPCC) and the Mauritius Institute for Education (MIE) to provide their expertise in their relevant fields. As Stated previously, the NPCC provided its expertise in improving the administrative processes through the implementation of the Kaizen principle. On the other end, the MIE helped educators in understanding the functioning on the interactive whiteboard that was installed at school in-line with the 'Sankoré Project: Digitization of Classrooms'. The external help provided by those resource persons motivated and better empowered the staff to achieve their objectives.

- **Team Building**
  In an effort to develop the team spirit at Sebastopol SSS, team building activities are organised by the Rector each term. The Staff Welfare Committee also helps in fostering the team spirit by organising small parties at school during lunch break to celebrate small achievements.

5.4 What were the measures taken to ensure that resources were used optimally?*(Not more than 300 words)*

Given that Sebastopol SSS is a small school with limited human resources, logistics and financial resources, we had to use our existing resources in the most optimal way to maximise the benefits and reach our intended goals.

- **Use of existing ICT tools**
  We had to make optimal use of existing ICT infrastructure by reallocating some Personal Computers (PC), printers and laptops that were under utilised to other departments and teams. For instance, the personal computer in the Senior Educator's office was rarely utilised as she makes use of her personal laptop instead. This PC was re-allocated to the administration department for optimal utilisation.

  We also made use of free ICT tools such as Microsoft Office 365 Applications for cloud storage of files, communication, and application of casual/sick leaves, among others. For daily communication among the school staff WhatsApp is utilised with the creation of a Whatsapp Group.

- **Optimising Human Resources**
  Given that the administrative department is understaffed, educators and other non-teaching staff who have lower workload and the required skills contributed in helping. They voluntarily helped with the setting up of the E-Filing System, designing of the online application of leaves system, online mark sheets, etc. As mentioned previously the staff even received coaching from external resource

persons such as the NPCC and MIE, which improved their skills and enabled them to multitask.

- **Sponsors**
  To minimise cost, sponsors was sought for the purchase of Smart Televisions for the implementation of the Technology Enabled Learning (TEL) Project. Even the training from the NPCC was free of charge after negotiation through the Japanese Embassy in Mauritius.
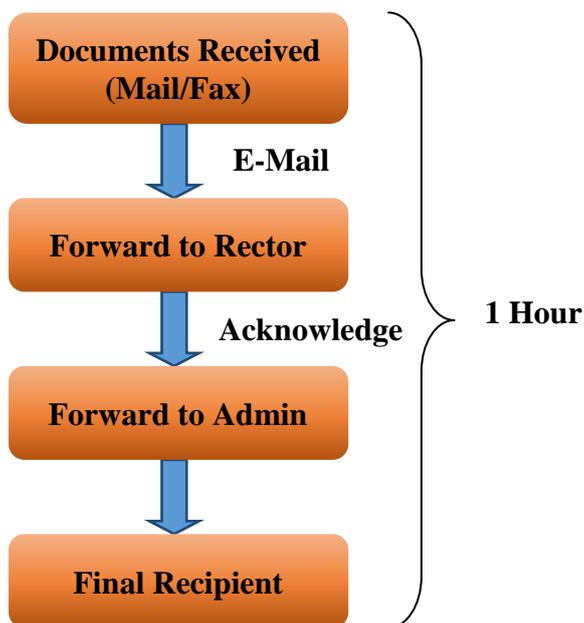
6. IMPLEMENTATION OF THE BEST PRACTICE

6.1 Explain how the Best Practice was implemented. *(Not more than 300 words)*

- **Electronic Filing**
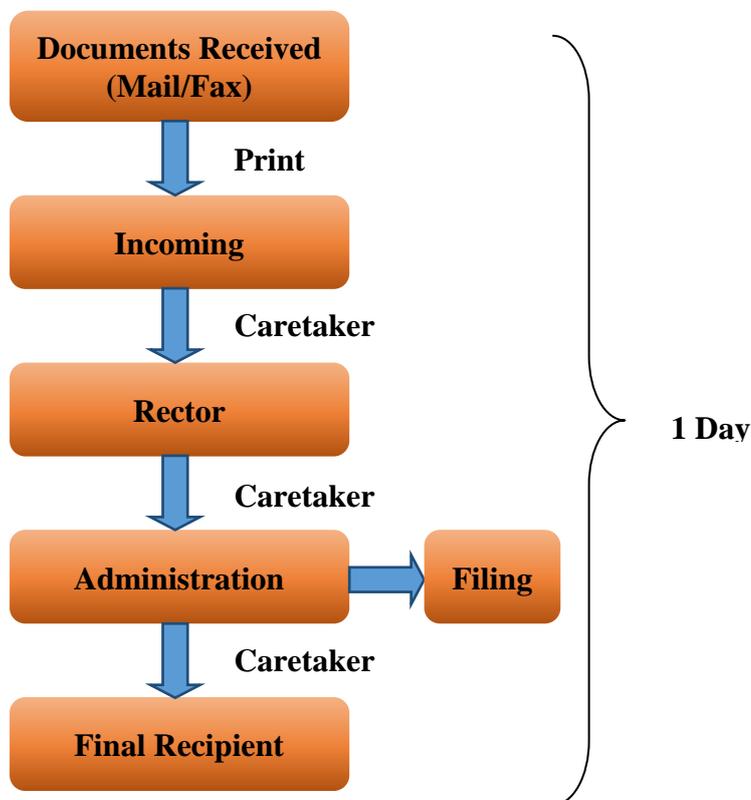
The manual filing system had several unnecessary steps that slowed down the entire filing process. When the e-filing system was designed, several of these unnecessary steps were eliminated to improve efficiency as we can see in the process chart below:

```
┌─────────────────────┐
│ Documents Received  │ ┐
│    (Mail/Fax)       │ │
└─────────────────────┘ │
         │ E-Mail        │
         ▼               │
┌─────────────────────┐ │
│  Forward to Rector  │ │
└─────────────────────┘ │  1 Hour
         │ Acknowledge   │
         ▼               │
┌─────────────────────┐ │
│  Forward to Admin   │ │
└─────────────────────┘ │
         │               │
         ▼               │
┌─────────────────────┐ │
│   Final Recipient   │ ┘
└─────────────────────┘
```

- **E-Application of Leaves**

  Casual and Sick Leaves Forms are now available online to all staff of the school. The forms can be filled at home and sent instantly to the school in cases of sick leaves and urgent casual leaves; this provides timely information to the Rector for replacement purposes and allows for better planning of work.

- **Internal Messaging System**

  An internal one way messaging system has been setup which allows urgent information to be sent to members of staff. This system is based on the online tool 'CloudHQ'', which allows sending a text message on a mobile phone through email. This proved to be very effective when the rector has to convene a meeting with a specific department or staff whereby the staff concerned receives a text message on his mobile phone wherever he/she is at school. On top of saving precious time, this messaging system is also free of charge.

- **Online Mark Sheet**

  All mark sheets for assessments and examinations have been made available to educators on the online platform of Microsoft Office 365, One Drive. This facilitates the task of educators to fill in the mark sheets as they are readily available, as in the past availability of mark sheet was a major issue due to the fact that only one educator could fill the mark sheet at a time. With the current online platform, an unlimited number of educators can fill in the same mark sheet at the same time without any problem. This saves time and enable do not affect the normal running of classes at any moment, as well as, ensuring that marks are readily available to the Rector and Quality Assurance Officers for performance analysis purposes.

- **Online Weekly Plan**
  The verification of educators' weekly plans by the Senior Educator was a time consuming task, as not all documents was available at one time. Through the online weekly plan system, all documents are available for verification on Monday morning itself.

- **Technology Enabled Learning (TEL)**
  Four smart televisions were provided to different subject departments at school to implement the TEL Project. This initiative enabled educators to implement innovative pedagogies in the like of Blended learning and Experiential Learning to improve the pass rate and the rate of credit at SC Level.

6.2 How were obstacles/bottlenecks resolved? *(Not more than 300 words)*

- **Internet Connectivity**
  Given that the implementation of most of our best practices required rapid internet connectivity, the previous internet connection provided by the Ministry of Education was not powerful enough to meet the school demand. In this context, an additional internet connection (Emtel Airbox) was added with the help of PTA funding to satisfy our needs.

- **Security & Confidentiality**
  Several documents that the school administration store are confidential and cannot be accessed by all members of the staff. This was a major concern when designing the e-filing system and hence different level of access was created for each and every staff, whereby the confidentiality of documents was preserved. Additionally, given that we are utilising the system of Microsoft Office 365, it has ample security for our needs, as this platform is also used by many private companies.

- **Time Constraint**
  Given that the administration department operates at full capacity on a daily basis, the migration of the physical filing system to the online platform needed to be done on a tight schedule.

- **Lack of Human Resource**
  The lack of Human Resource for the migration of the physical filing system online was also problematic, as this was a very tedious process of scanning documents from archive. The innovative technology team responsible for mapping out the online systems were also understaffed as staff with the required skills in ICT was limited.

- **Financial Constraint**
  The acquisition of smart televisions for the TEL project was a major hurdle because of the initial cost of purchase. However, the Rector managed to seek sponsorship from 'Linxia Ltd' and we purchased five smart TVs at cost price.

6.3 State specifically how the health and safety issues and environment-friendly concepts were taken on board while implementing the Best Practice. *(Not more than 300 words)*

- **Lower Carbon Footprint**
  The digitisation of the filing system along with electronic application of leaves, and the digitisation of all of the processes mentioned previously inevitable leads to a

consequent drop in the utilisation of paper which eventually leads to lower carbon footprint.

- **Improved Ergonomics & Work Environment**
  After migrating to an online platform and improving the workplace layout of the administration through the Kaizen principles, there has been a significant improvement in ergonomics.

- **Lower Stress Level**
  According to several studies workload, time constraints, lack of training and poor communication, contributes to stress at work. Through the implementation of the best practices several of these factors have been considered and improved upon. This results into satisfied employees and customers.

- **Lower Risks of Workplace Accidents**
  Another positive outcome of migrating several of the school administrative processes online is lower risks of workplace related accidents and staffs are less exposed to hazards. This mainly concerns the 'care takers' who are responsible for circulating documents and passing around the communication book on the school compound daily.

6.4 Explain the monitoring and feedback process during the implementation of the Best Practice. *(Not more than 300 words)*

Throughout the implementation phase of the best practices, several KPIs were constantly monitored to ensure that the processes were in line with the set targets. The strict monitoring ensured that corrective measures could be taken in time whenever there were negative feedbacks.

For instance, feedbacks were gathered through staff meetings and dedicated meetings were held with the administrative department and members of the Innovative Technology Team. The feedbacks proved to be extremely useful in improving the best practices.

Regarding the Technology Enabled Learning project, educators and head of departments were asked to produce a report each trimester on the methods they have been adopting when using the smart TVs in their lesson delivery and how effective it was. These feedbacks were analysed in the presence of the Rector and the Pedagogical Committee and further strategies were devised to improve its effectiveness.

The NPCC and officers from the QAID were also invited to provide their professional opinions and feedback on the best practices being implemented and their ideas and suggestions were taken on board.

6.5 Name at least two risk factors that arose in implementing the Best Practice and explain those factors and/or risks briefly. *(Not more than 200 words)*

- **Resistance to Change**
  Several members of the staff from various departments were apprehensive of the new changes brought about with the integration of innovative technology with current processes. This resistance was even present during pilot testing of the project

and it subsided after the benefits to be gained became clearer to the staff. This change in mindset is also due to commitment of top management and the Ministry of Education and also the effective communication strategies and leadership of the Rector.

- **Technological Limitations**
Another risk factor that arose while implementing the Best Practices was the fact that several processes that were digitised are on the Microsoft Office 365 Platform, and some staff members didn't have an Office 365 account. Those staffs were mainly Supply Teachers and Educators who lost their passwords to their Office 365 accounts. This was a major risk as the project was put in jeopardy and to solve this issue the technical team ensured that even if the staff didn't have an Office 365 account they could access the required services/processes with their personal email address.

7. EVALUATION OF THE BEST PRACTICE

7.1 Explain how was the evaluation of the impact of the Best Practice conducted?*(Not more than 300 words)*

- **Internal Feedback**
Feedback was gathered from members of the staff through general staff meetings, departmental meetings and surveys. Their opinions were sought during those meetings and questionnaires evaluating different processes of the best practices were also distributed to gather more in-depth information to allow us to better evaluate the best practices.

- **External Feedback**
External stakeholders such as the Zone Directorate, Ministry of Education Headquarter, Quality Assurance Officers and the NPCC also offered their feedback.
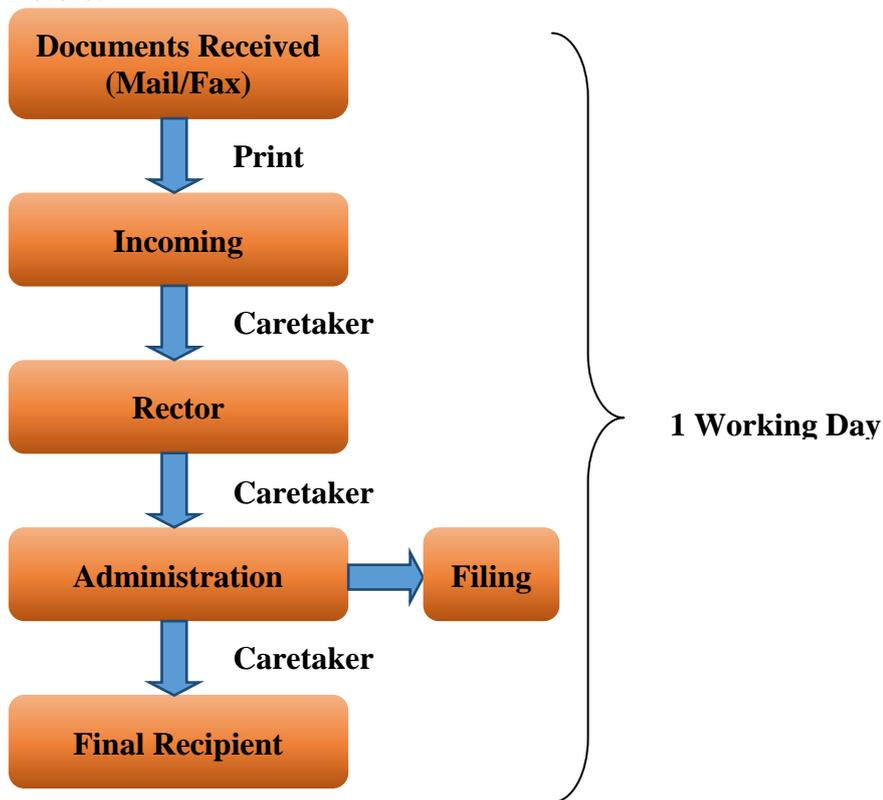
- **SC Results**
The School Certificate results was used to gauge the success of the technology enabled learning project.

7.2 Describe the impact of the Best Practice on the level of services provided to key customers and on the environment, society. *(Not more than 300 words)(Please provide data by comparing targets v/s actual performance, before-and-after indicators, and/or other types of statistics or measurements)*
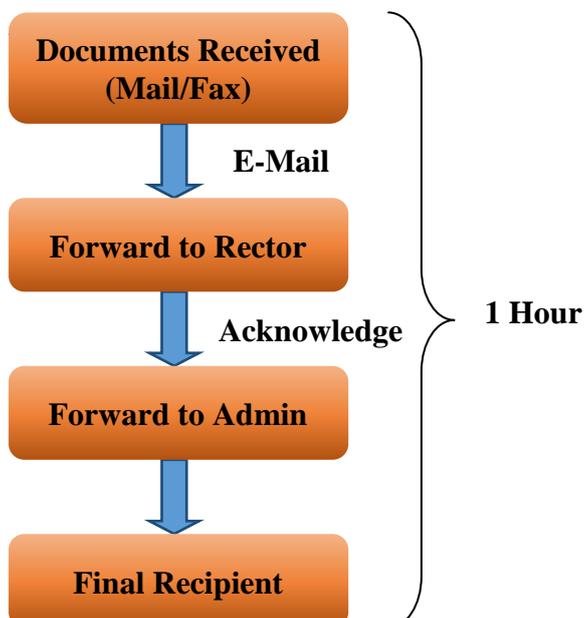
- **E-Filing**

1. *Lead Time For Filing Documents*

Before:

```
Documents Received
   (Mail/Fax)
        │
      Print
        ▼
     Incoming                              ┐
        │
    Caretaker                              │
        ▼
      Rector                              │
        │
    Caretaker                              ├─  1 Working Day
        ▼
  Administration ──────────▶ Filing        │
        │
    Caretaker                              │
        ▼
  Final Recipient                         ┘
```

After:

```
Documents Received
   (Mail/Fax)                             ┐
        │
     E-Mail                               │
        ▼
  Forward to Rector                       │
        │
   Acknowledge                            ├─  1 Hour
        ▼
  Forward to Admin                        │
        │
        ▼                                 │
  Final Recipient                         ┘
```
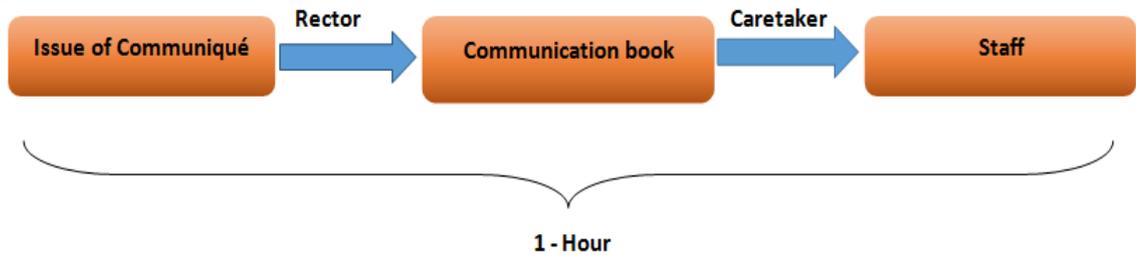
2. _Lead Time For Retrieving Files_

The previous process of retrieving a file from the archive is the administration was approximately **1 hour**, as it went through the following process:

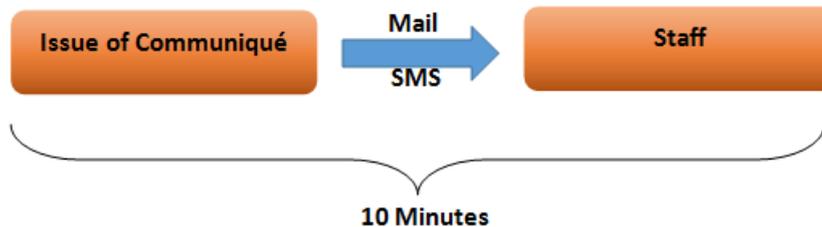| Request for Document | → Clerk → | Consult Index book | → Clerk → | Archive | → Clerk → | Process |

With the E-filing system the retrieval of any file on the database takes a maximum of **5 minutes** on average and the process has been made more efficient as follows:
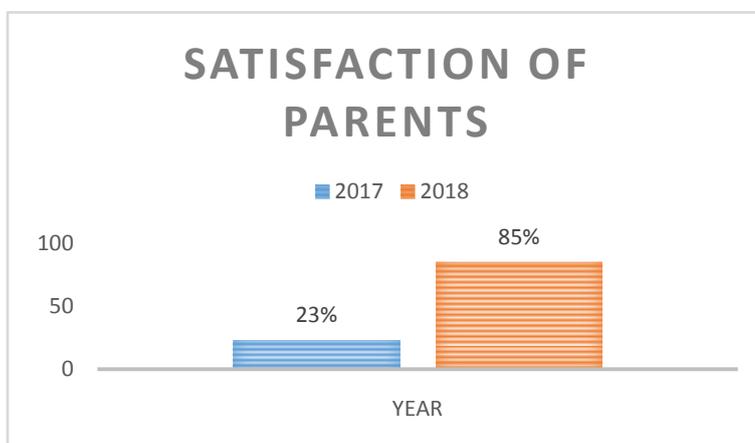
| Request for Document | → WPO → | Search information on online database | → WPO → | Process |

3. _____

Before:

| Issue of Communiqué | → Rector → | Communication book | → Caretaker → | Staff |

1 - Hour

After:

| Issue of Communiqué | → Mail / SMS → | Staff |

10 Minutes

4. _Satisfaction in communicating with parents and visitors_

SATISFACTION OF PARENTS

■ 2017 ■ 2018

2017: 23%
2018: 85%

YEAR

The satisfaction level of parents and visitors when it comes to school's communication has shown a considerable improvement with the implementation of the best practices. The main contributing factor to this has been the timely availability of information through the E-Filing System and the creation of a waiting area.

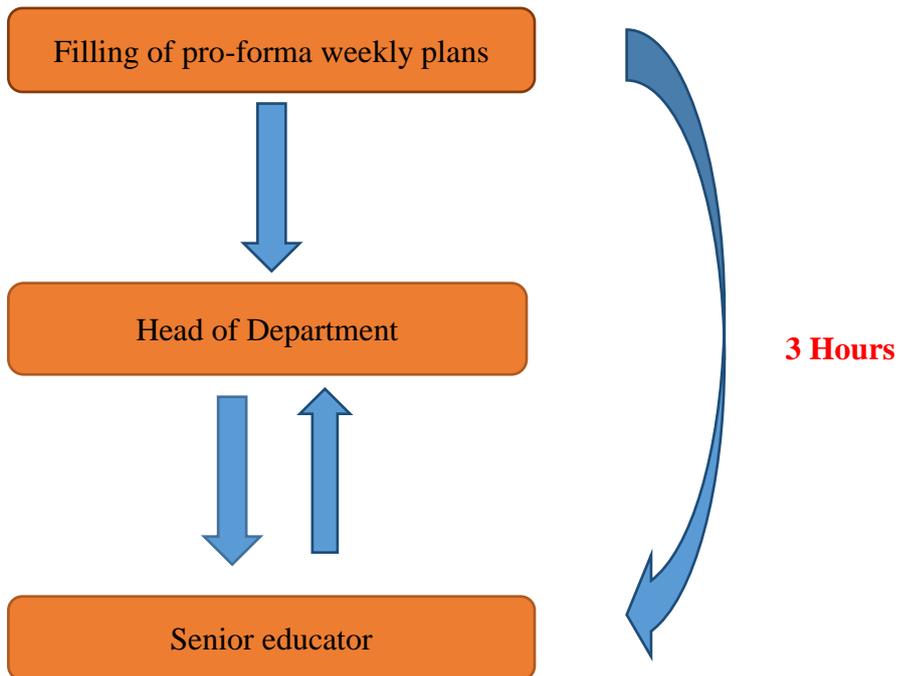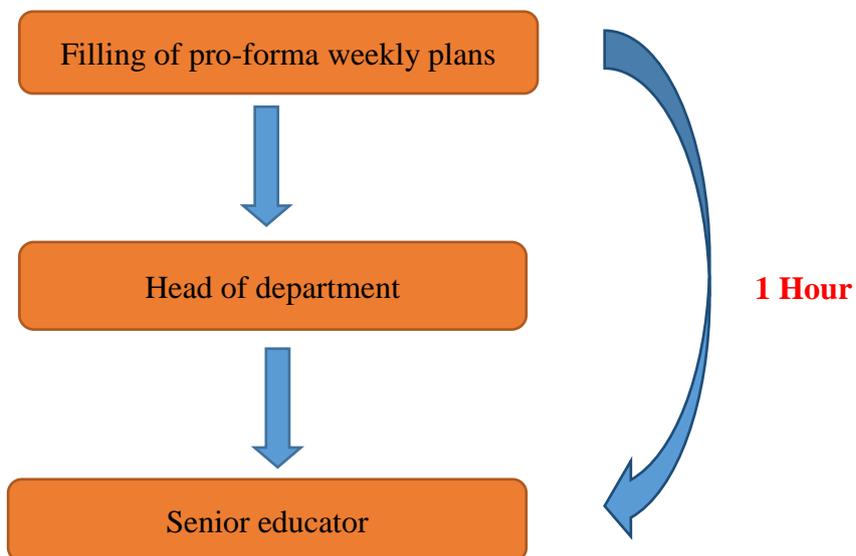5. *Time taken to approve casual & sick leaves*

Before:
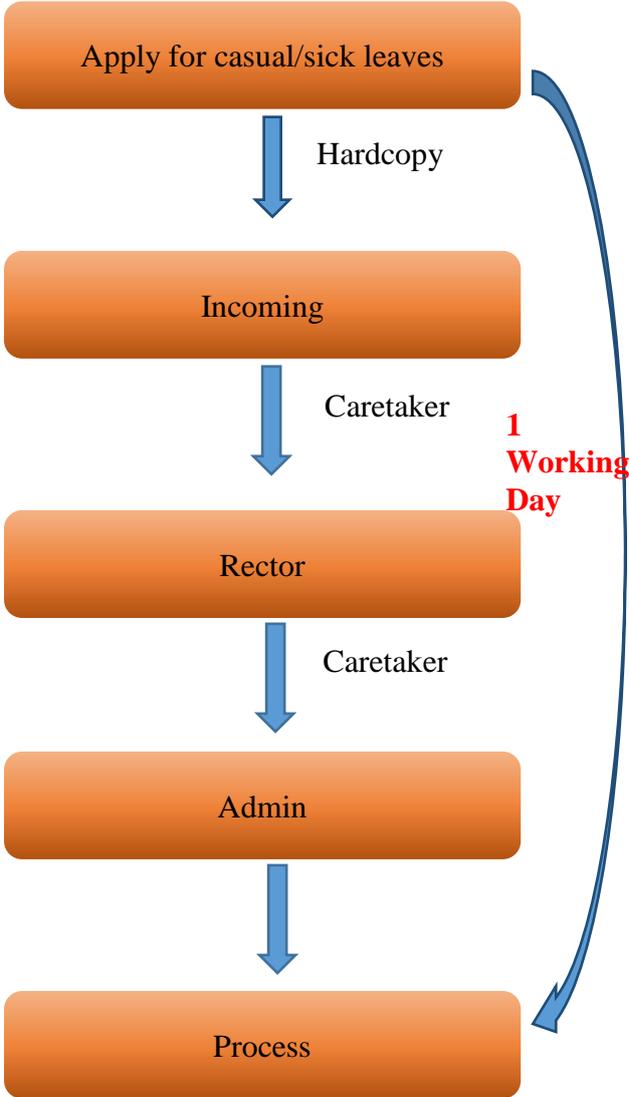
After:
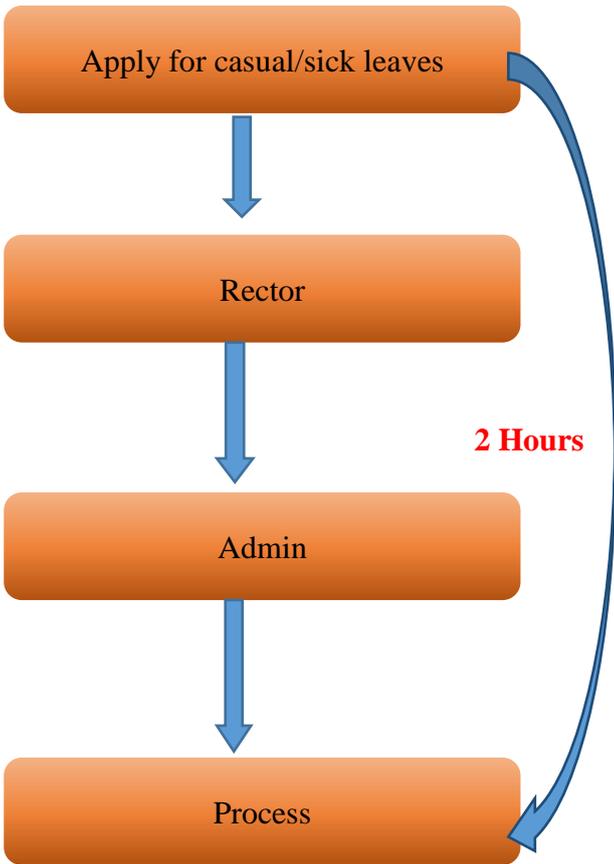
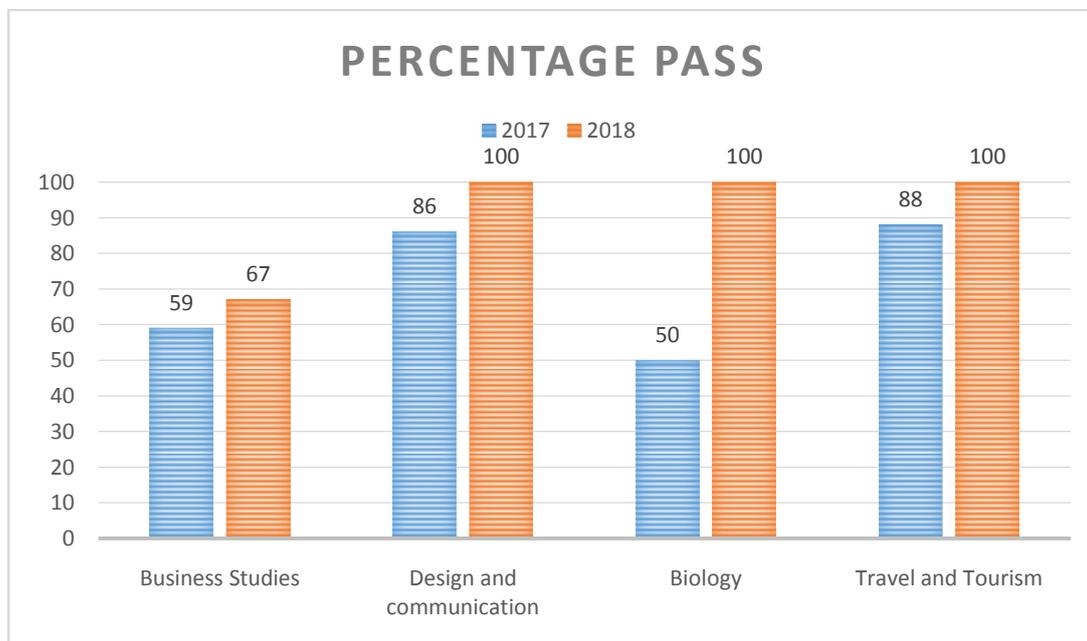## 6. *Time taken for the verification of Weekly Plans*

Before:

After:

- **Technology Enabled Learning (TEL)**

Following and implementation of innovative technologies in the Travel & Tourism, Design & Communication, Business Studies, Enterprise, Biology and Art & Design Departments the following improvements were noted:

PERCENTAGE PASS

As we can see from the figure above, all departments which implemented the TEL project have shown improvements in their SC Pass Rates. It is to be noted that both Art & Design and Enterprise maintained their 100% pass rate for 2017-2018

PERCENTAGE CREDIT
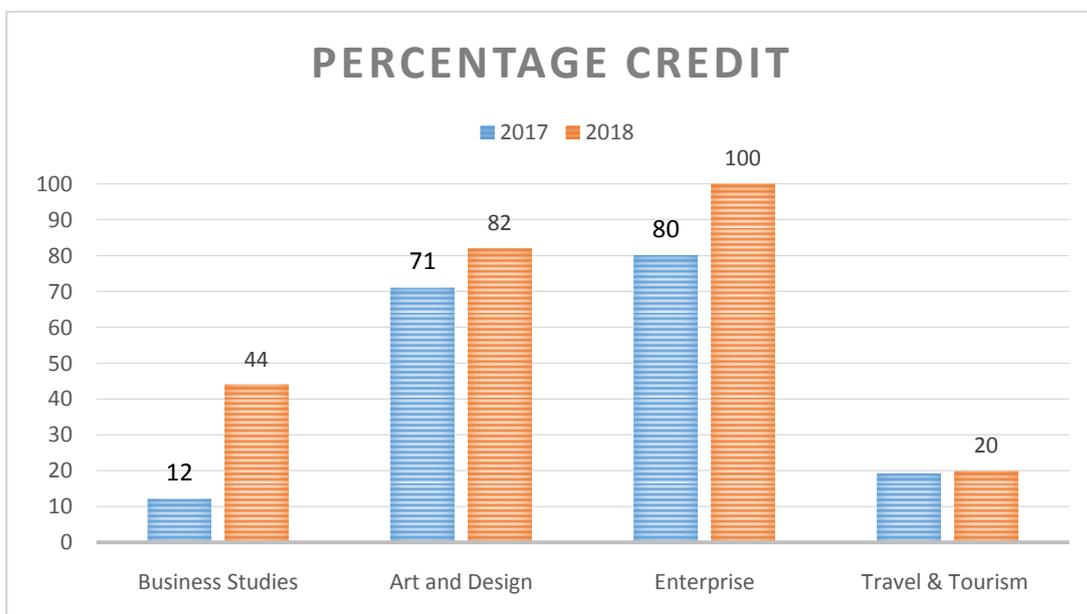
The quality of results has also shown improvements as we can infer from the figure above. The Quality Assurance Officers from the Ministry of Education have been very satisfied with the progress and they are hoping to see other departments adopting those innovative practices.

8. REPLICATION TO OTHER ORGANISATION

8.1 How can the Best Practice be replicated to other organisations?*(Not more than 200 words)*

The implementation of the Best Practices at Sebastopol SSS; electronic filing system, Online Application of Casual/Sick Leaves and internal messaging systems can all be replicated in all State Colleges across Mauritius and not only limited to Schools but to Zone Directorates and even the Human Resource Department of the Ministry of Education and other Ministries as well. The replication of such practices should be seamless given that all staffs in all State Schools in Mauritius have been provided with access to Microsoft Office 365 Solutions by the Ministry of Education and in the majority of cases all government bodies are adequately equipped with basic ICT infrastructure.

Among all of the State Colleges in Mauritius Sebastopol SSS is one with the lowest number of students and our PTA fund is quite limited. Therefore, the replication of the Technology Enabled Learning (TEL) project in other secondary schools in Mauritius should be relatively easy as they have access to more funds to bring about the development. In the same vein, other secondary schools have more staff/educators available thereby making the implementation of innovative pedagogies and integrating technology into existing processes easier.

8.2 Based on your organisation's experience, name up to three factors which you consider as indispensable to replicate the Best Practice.*(Not more than 200 words)*

- **Commitment from Top Management**
  For the replication or implementation of any best practice, Top Management Commitment is mandatory. It is the top management that set objectives and communicate these throughout the organisation to raise awareness of existing problems/needs and motivate staff to work towards a specific vision. Moreover, by having the support of top management, the teams working towards organisation goals are ensured to have the adequate resources to work effectively.

- **Teamwork**
  Working as a team towards a unified goal is critical to the successful implementation of any good practice. For this to be possible, all staffs must be taken onboard and their opinions should be valued. This will minimise conflicts and resistance to change which can be detrimental to the sustainability of any project.

- **Change in Organisation Culture**
  Embracing Innovative Technologies and bringing change to existing processes implies having to change existing working procedures and getting the staff of any organisation out of their comfort zones. For this to be possible it requires a change in organisational culture, which is not always easy. Changing organisational culture for better productivity and efficiency once again requires top management commitment and communication of their vision and more importantly motivating their staff to change. This can be done though Symbiotic Leadership, that is, showing stakeholders how they will mutually benefit from the change and empowered to bring about that change.