

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 : Rs 60,000
Bronze Award : Rs 40,000

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-ar@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 : MAURITIUS FIRE AND RESCUE SERVICE
SPECIAL OPERATIONS DIVISION
.....

Address : COROMANDEL FIRE STATION,
INDUSTRIAL ZONE, COROMANDEL
.....

Full name (*Block Letters*) of Contact Person : ELAHEEBOCUS NAUSHAD ALLY...

Post held by Contact Person : ...STATION OFFICER.....

E-mail Address : ...nelaheebocus@govmu.org...
Suchumroo@govmu.org.....

Telephone Number : ...2338995/ 2338998.....

Contact address, if different from above :
.....
.....

Name (*Block Letters*) and Signature of Senior Manager who validated the submission : *HEERAH M. Z. ...*
Ag Assistant Chief Fire Officer
.....

Telephone Number of the Senior Manager :212 0214/ 15 – 5765 6990.....

Title of the Best Practice : *Enhancement of Service Delivery with Technology and Capacity Building*

Start date : ...January 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*)

<input type="checkbox"/>	<p>Growth and Development <i>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.</i></p>
<input type="checkbox"/>	<p>Business Transformation <i>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.</i></p>
<input checked="" type="checkbox"/>	<p>Innovation and Acceleration <i>Making use of science, research, technology, innovation, institutional knowledge, data analytics, smart practices, shared information and knowledge for ideas generation and concept mapping.</i></p>
<input type="checkbox"/>	<p>Digital Transformation <i>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.</i></p>
<input checked="" type="checkbox"/>	<p>Smart Process <i>Making use of objective-oriented systems to simplify and automate business processes to be forward-thinking, rapid, responsive and efficient.</i></p>
<input type="checkbox"/>	<p>Strong Governance and Institutional arrangements <i>Ensuring that the right oversight and guidance for good governance, compliance, ethics, integrity, transparency, accountability, legal, operational and performance frameworks are in place.</i></p>
<input type="checkbox"/>	<p>Performance <i>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.</i></p>
<input checked="" type="checkbox"/>	<p>Capacity Building and Capability Development <i>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.</i></p>
<input type="checkbox"/>	<p>Implementation <i>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.</i></p>
<input type="checkbox"/>	<p>Customer Satisfaction: The Bottom line <i>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.</i></p>

3. EXECUTIVE SUMMARY

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

The MFRS has a multi-disciplinary team (Special Operations Division) in order to achieve its vision and mission. Among its other technical rescue speciality, the Mauritius Fire & Rescue Service (“MFRS”) includes a dedicated and competent team that is trained and equipped to perform searches and rescues in our hazardous high angle and low angle environment. Rope Rescue is a subset of Specialist Technical rescue dealing in using Rope System to rescue people. Rope Rescue involve the use of specially trained personnel, ropes and mechanical advantage systems that are often much more robust than those used in standard rope rescue. Due to urgency and to cope with the climate change since the year 2016 the Mauritius Fire and Rescue Service has created a Rope Rescue unit with the main aim of rescuing people and animals in need involved in High Angle and Low angle conditions. Actually, 30 Officers form part of the Rope Rescue Unit and they have been trained as Rope Rescue Technician using specialised Equipment.

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)*

After the acquisition of a Turn Table Ladder in 2013, an Aerial Firefighting and Rescue unit was created but however, the officers posted in this unit needed to be trained in using Ropes and associated equipment so as to carry our rescues effectively and efficiently when working in high angle or low angle environment. In this vein, in 2016, 30 Officers have followed a Level 1 Training in Rope Rescue Operator delivered by Red One, which is the Training Academy of Devon & Somerset Fire and Rescue Service in UK. The objective of a Rope Rescue Operator is to carry out rescue using the Safe System of Work and is concentrated with individual skills. The Rope Rescue Unit was created in 2016, Over and above others rescue operations, this unit has attended 31 Rescue Operation dealing with working at Height.

However, to better cater for more professionalism and skill acquisition, these officers were lacked the appropriate rope rescue equipment to work with. Moreover, an advance Training as Rope Rescue Technician were needed so as they could work better as a team.

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)*

The Mauritius Fire and Rescue Service works under the aegis of the Ministry of Local Government and Outer Islands and was allocated budget to buy tools, ropes and specialized equipment while instituting the new Rope Rescue Unit. In 2018, a full list of equipment was procured (Refer to annex I).

Some of them are:

1. Rope Throwing gun



The Rope Throwing Gun is a new generation line thrower specifically designed to deploy a line only, or an auto-inflating flotation sling and retrieval line to an otherwise inaccessible point in both land-based and maritime environments, providing an emergency response capability without putting the rescuer at risk.

Utilizing a patented air-thrust launcher technology, the ResQmax is non-pyrotechnic, reusable, and refillable. Launcher housings are injection-moulded from polycarbonate for durability and high impact resistance. It can also be equipped with lines of specific strength and length to target end-user requirements. This line thrower is especially useful for rescues where a heavy line is required or long distances must be breached. Operational lines can be established with ease for a

variety of applications including high or low angle rescue, construction projects, and ship-to-ship line deployment.

2. Power ascender



The ACX Ascender features a closed self-locking rope grab, a distinct battery management system and an IP55 protection. The left-hand bi-directional throttle and the remote control reaching up to 150 metres are some of the many aspects that make the ACX Power Ascender safe and easy to use. The ACX Power Ascender is the latest model of ultra-portable battery-powered ascenders. This Device can work smoothly and safely in most places, high or low, confined or remote.

3. Automated External Defibrillator



An AED, or automated external defibrillator, is used to help those experiencing sudden cardiac arrest. It's a sophisticated, yet easy-to-use, medical device that can analyze the heart's rhythm and, if necessary, deliver an electrical shock, or defibrillation, to help the heart re-establish an effective

rhythm. The chance of survival by using an AED can go up to 75 %. It is used alongside Cardio Pulmonary Resuscitation (CPR) techniques so as to save lives.

4. Gas Detector



This multi-gas monitor provides versatile, customizable detection and monitoring of up to six gases, equipped with a pumped and diffused air models. It can test for VOCs, combustibles, and a range of toxic threats, as well as monitor sufficient oxygen levels, making it an excellent choice for personal protection and leak detection in a range of industries and applications. The wireless connection sends threat and alarm data in real time to a central command, providing superior awareness for fast incident response. And its replaceable sensors, alarm, and battery, large screen, and automated bump testing and calibration make it easy to use and maintain.

The model available at the Special Operations Division detects the following: Hydrogen Sulphide, Carbon Monoxide, Chlorine Gas, Ammonia Gas and Oxygen Level. It also detects the Lower Explosive Limit of unknown gases.

5. Thermal Image Camera



A thermal imaging camera (colloquially known as a TIC) is a type of thermographic camera used in firefighting. By rendering infrared radiation as visible light, such cameras allow firefighters to see areas of heat through smoke, darkness, or heat-permeable barriers.

Bullard's T3X is a handheld favourite thermal imager equipped with the latest X Factor engine technology and image processing techniques. The imager runs at an ultra-fast 60 Hertz image update rate and is equipped with a new LCD display that increases brightness and improves contrast so firefighters can see more clearly in thick smoke and direct sunlight.

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)

We respond to as our key performance indicator that is to save life of the citizens in need any Emergency

To be more equipped to respond in High angle or low angle rescue. Thus be in compliance with our new legislation (rescue people in Fire conditions). The Rope Rescue Technicians are fully conversant with the prone areas in the station area of Coromandel Fire Station and other areas whereby High Rise Buildings and Low angle environment like 7 Cascades, Alexandra Falls, Corps de Garde and those. These Officers are also conversant with other locations covered by the nearest fire stations in order to provide assistance if need arises.

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)

1) Members of the MFRS were keen to respond positively to form part of the Rope Rescue Unit (RRU). A familiarisation training exercise was carried out by the RRU throughout all the 10 fire stations for taking cognisance of the Rope Rescue Equipment so as be able to respond effectively when attending incidents.

2) Expert from abroad came and gave specific training for Rope Rescue Technician Training and has been successful and members of the MFRS. Equal opportunities were given to each and every one to form part of this specialised unit.

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

Members of the MFRS were involved through their Trade Union to join this unit.

Health and Safety Officers of High Rise Buildings were contacted for training purposes. Several Training/ Simulation Exercise were organised with Huawei Co Ltd (Nexteracom Building) and Mauritius Telecom (Telecommunication Towers). Our dedicated Rope rescue team attend training when on duty as well as when off duty. The personnel of the MFRS deliver lectures not only on fire safety but also on Working at Height.

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

A selection exercise was carried out to check the fitness of firefighters to be able to form part of the Rope Rescue Unit. A team of 30 motivated firefighters were trained. Intensive training was carried out by UK Experts. The 30 firefighters have been posted in the Special Operations Division for rescue purpose round the clock. There are two designated Station Officers Rope Rescue coordinator to ensure equipment and personnel arrive on scene as needed. The nature of such rescue is that we must train in the same hazardous environment in which we work. High level of hazard, widely varied conditions and perishable skills demand frequent training both for effective rescue and to keep our rescuers safe. Brainstorming sessions are regularly organised on rescue operations so as to better respond to Service Delivery. As a small team that trains together frequently, we become confident placing our lives teammates hands. Thus, this makes us both safe and effective when its mission time.

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

A programme of work has been formulated for the members of the unit. On a daily basis these RRT have to undergo regular indoor training. Outdoor training is carried out depend upon availability of personnel at station. Regular simulation exercises are carried out to check our performances. Proper recording of all activities carried out at station in an appropriate register. Team briefing is performed on daily basis to inform the staff about their work activities.

6. IMPLEMENTATION OF THE BEST PRACTICE

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

As empowered by the Act of the MFRS, firefighters have been trained to carry out rescue operations at High Angle. Training was also carried in Hazardous places such as Albion Cliff and Other dangerous sites. Appropriate personal protective equipment was provided and then Rope Rescue Unit was implemented. Medical test (such as stress test, ECG, Lung function test, blood test....) was carried out to ensure that firefighters of the Rope Rescue Unit are physically and mentally fit to intervene in hazardous High Angle **environment**.

This year those 30 officers in Rope Rescue Unit moved to the Level 2 leading to Rope Rescue Technician/ Advance Rope Rescue Technician which is more team based work including working with Tripods, Stretcher Rescue and other High Angle Rescue Operations.

Aiming: Requirement of additional Staff to ensure coverage throughout the island with the support of the parent Minister.

Objective

- (a) To rescue casualty from High Rise buildings without exposing the rescuer or the casualty to any danger by using specialized Rope Rescue equipment and Turn Table Ladder.
- (b) To fight fires in high rise building by using the telescopic ladder and the firefighting equipment associated.
- (c) To evacuate people in danger from a high rise building by making a bridge between the building and the vehicle by using the Turn Table Ladder and Rope Rescue Equipment.
- (d) To rescue people from cliffs or below-grade level by using the ladder and cage as anchor point to mount a Rope Rescue System.
- (e) Rescue from trench can be carried out without approaching too near to the casualty where there is risk of landslide.
- (f) And any other services as required by other authorities.

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

The Service has invested massively in terms of rescue equipment. The Staff in Rope Rescue Unit have been trained so as to deliver a professional approach in dealing with rescue.

Actually, in implementing the new practice, we had restructured the organisation completely. At first people did not understanding the meaning of it but with proper explanation and training offered, they easily mastered the new concept.

Subject to that, the senior fire fighters smoothly understood and adapted to the new policy adopted. When put into practice, both senior and junior fire fighters mutually approved it.

Bottleneck changes into a strength as fire fighters need to adapt to any situation so as to save any form of life. We are here to serve, protect, rescue and provide faith to all Mauritian citizens

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)

Since the mission of the MFRS is to protect environment to reduce loss of lives. Hence implementation is by default. For example, saving people during Rescue Incidents, fire, people trapped on cliff and often rescue mission. Added to this, we protect environment by reducing damage caused to forest, sugar cane fields due to fires.

We are here to save and to reduce risks.

Normally a Health and safety officer from ministry of Civil Service Affairs attends Fire station to sort out the Health and Safety issues.

Health surveillance are carried out on a frequency of every six months. Since we perform duty in hazardous environment lung functions test is carried to monitor the health and fitness of these firefighters. Moreover, Firefighters posted in Special Operations Division have to carry out Stress Test prior posted in special units.

After operational use all PPE and equipment are properly decontaminated by using eco-friendly detergents.

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

On a yearly basis, an evaluation test is carried out by the Station Officers posted in the Units of the MFRS to evaluate and monitor the performance of these firefighters of the Rope Rescue Unit as per NFPA 1006 Standards. On a daily basis, these firefighters are trained on Rope Rescue System and record is kept accordingly.

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)

As you are aware, implementing a new practice can result in various risk factors. The two major risks that may occur are:

- (i) Improper communication flow between stakeholders.
- (ii) Readiness of workforce to new practice.

The workforce is trained according to standards. It will eventually take a given amount of time for the most experienced workers to adapt to the new system. However, with the proper training the adaptation time take less time.

Rescuers can sustain injuries if hit by hard (Rocks) or sharp edge objects. Examples; branches, iron bars and other fixed obstacles or turbulent.

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)

Close supervision of the members of the unit and the two station officers is on call for any urgency or emergency matters. Every incident is recorded to monitor the performance.

By conducting simulation drill

A series of simulation exercises/ scenario based training were organised across Mauritius namely at Sept Cascade, Alexandra Falls, Nexteracom Building, Telecommunication Towers of the Mauritius Telecom and thus an evaluation is carried out and recorded.

For the evaluation the SWOT analysis has been used which states as follows:

Strengths, Weaknesses, Opportunities, and Threats.

Strengths.

- Our dedicated Rope Rescue team rescues victims in High Angle Environment.
- The Government has provided the MFRS with specialized rescue equipment.
- Among the Rope Rescue Team there is team work, commitment and passion for their rescue operations
- There is a positive community support.

Weaknesses.

- Insufficient infrastructure for the training at station.
- Rigidity with certain officers for accepting change.

Opportunities.

- Recruitment of additional firefighters to increase the number of Rope Rescue Operators.
- Acquisition of new equipment and vehicles.
- Scholarship should be awarded to the potential Rope Rescue Technician for Trainer level.
- The recruitment form should include the criteria “good swimming ability for suitable candidates.

Threats.

- Loss of experienced Rope Rescue Technician by leaving the MFRS for a better job.
- Traffic congestion, and public road users’ not giving priority to emergency vehicle.

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)

The Rope Rescue Technicians are aware of the level of responsibility and the contribution for a quality service delivery.

Developing a performance culture.

Motivating staff in through financial incentives since its form part of a specialised unit.

Providing a better service delivery to the citizen.

In order to manage the considerable risk inherent to working at height (often aggravated by darkness and poor weather) the Rope Rescue team relies extensively on training, procedures.

Safety is absolutely paramount in everything we do. The team responds to emergencies as per the Key Performance indicators set out for structural fires that is within 12 minutes.

8. REPLICATION TO OTHER ORGANISATION

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

Previously only GIPM were attending such incidents. Following the proclamation of the new legislation (MFRS 2013) it was imperative to create such unit to respond to the need of the population or the society at large and to be in line with vision 2030. In a mayor incident the GIPM assists us .

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)

A young and dynamic team form part of this specialized unit. The PPE and equipment issued by the Government to the Rope Rescue Unit of MFRS is efficient and effective. The team has in mind to upgrade the unit by acquisition of new equipment such as Drone camera, specialized vehicle and hovercraft and additional staff to increase the number of Rope Rescue Operators.

Being the first responder to any emergencies we attend not only emergencies on land but also at sea. The team wants to upgrade from level 2 to Trainer Level as innovation **as so to be able to locally train other firefighters.**

Furthermore, the officers forming part of this team are remunerated by a special allowance as prescribed by the PRB 2016.