



Republic of Mauritius

**Ministry of Civil Service and Administrative Reforms**

in collaboration with

**Mauritian Quality Institute**

and

**University of Technology, Mauritius**

*Public Service Excellence  
Award 2008*



*Recognising Innovation and Excellence*



**THE MINISTRY OF CIVIL SERVICE AND  
ADMINISTRATIVE REFORMS**

**PUBLIC SERVICE EXCELLENCE AWARD 2008**

# MESSAGE

*From:*

**Dr The Honourable Navinchandra Ramgoolam, GCSK, FRCP**  
Prime Minister of the Republic of Mauritius

**Dr The Honourable Balkissoon Hookoom**  
Minister of Civil Service and Administrative Reforms

**Mr Suresh Chandre Seeballuck**  
Secretary to Cabinet and Head of the Civil Service

**Mr Soopramanien Kandasamy Pather**  
Supervising Officer  
Ministry of Civil Service and Administrative Reforms

**Prof. Donald Ah Chuen, GOSK**  
Chairman, Panel of Jury

**Dr (Mrs) Brinda Seebaruth-Sonah**  
President, Mauritian Quality Institute

**Mr D. Fokeer**  
Director General  
University of Technology, Mauritius

**Mr Toolsiraj Benydin**  
President of the Federation of Civil Service and  
Other Unions

**Mr Radhakrishna Sadien, MSK**  
President of the State Employees' Federation

# PARTICIPATING ORGANISATIONS

Abdool Rahman Abdool Government School

Assay Office, Ministry of Industry, Science and Research

BAT & MAT Fruit Fly Unit, Entomology Division

Bel Ombre Police Station

Bon Accueil Government School

Cane Planters and Millers Arbitration and Control Board

Citizen's Advice Bureaux (Network)

Citizenship Section, Prime Minister's Office

Civil Aviation Department

Droopnath Ramphul State College

Energy Services Division

Flacq Hospital – Haemodialysis Unit

Flacq Hospital – Intensive Care Unit

Flacq Hospital – Occupational Therapy Department

Flic-en-Flac Police Station

Legal Metrology Services

Mauritius Meteorological Services

Mauritius Prisons Service

National Environmental Laboratory

Police Traffic Branch

Registrar General's Department

Sir Seewoosagur Ramgoolam National Hospital – Neonatal ICU

Sir Veerasamy Ringadoo Government School

Vacoas Police Station

Victoria Hospital – Biochemistry Department

Victoria Hospital – High Dependency, Intensive Care Unit  
& Hyperbaric Medicine Unit

Victoria Hospital – Neurosurgery Department

Willoughby Government School

# MESSAGE

*From:*



**Dr. The Honourable Navinchandra Ramgoolam, GCSK, FRCP**

*Prime Minister of the Republic of Mauritius*

**T**he Public Service Excellence Award which is now an annual feature, serves as a motivational tool by recognizing and rewarding public service organisations which have adopted best practices in the delivery of their services.

The Public Sector makes an important contribution in formulating and implementing Government policies leading to the improvement of the quality of life of our citizens. We must never forget that we are here to serve the public. Public officers must be proactive and forward-looking in their approach so as to anticipate change. We need an innovative civil service, fully committed to continually building up its capacity. It is imperative that we become a nation willing to accept change and fully capable of using new technology to further enhance knowledge and skills.

More than before, to bring about coherence between an alignment of priorities and outcomes at the national level, we need a common set of values, clarity of purpose and a sense of mission within the public service.

Though inherently different by virtue of the service they provide, the participating organizations stand out for their dedication. The personal engagement, pride and spirit of achievement that participants demonstrate

are the hallmarks of a public service that consistently pursues perfection and professionalism.

I extend my congratulations to the winner of the Public Service Excellence Award 2008, and to the winners of the four sub-category awards. I hope that these organizations will pursue their quest for excellence.

I also urge public service organisations that have not yet participated in the Award, to do so and to be part of our endeavour to provide timely services to our citizens.

A handwritten signature in black ink that reads "Dr N. Ramgoolam". The signature is written in a cursive style with a horizontal line underneath the name.

*Dr the Hon Navinchandra Ramgoolam, GCSK, FRCP*  
*Prime Minister*

# MESSAGE

*From:*



**Dr The Honourable Balkissoon  
Hookoom**

*Minister of Civil Service and Administrative  
Reforms*

I am pleased to see that the Public Service Excellence Award Scheme, announced by the Honourable Prime Minister in 2005, has now become a yearly event and that it attracts participation from many Ministries/Departments. It has over

the last three years served to showcase the achievements of proactive, innovative, customer focused organisations and promotes best practices.

The world economy is today gripped by the worst recession ever witnessed in the past fifty years. At this juncture of the global economic crisis, the Public Service more than ever needs to explore innovative ways to deliver its services. It has to continually adjust in the evolving contexts to be able to swiftly grasp opportunities and mitigate adverse effects.

The Public Service Excellence Award 2008 under the theme ‘*Visionary and Ethical Leadership: Key to Organisational Excellence*’ aimed to gear the Public Service towards a common set of values and clarity of purpose, for it to effectively contribute in building the country’s competitive edge, reinforcing its resilience and mapping out a clear vision for development.

The variety of organizations that have participated in the Public Service Excellence Award reflects the complexity of the Public Service and the range and ability of public officers. Moreover, it demonstrates the role played by the Public Service as a key driver of socio-economic development.

I seize this opportunity to thank the Panel of Jury for having spared their precious time for the adjudicating exercise.

I also congratulate the winner of the Public Service Excellence Award 2008 and the winners of the four sub category awards and invite others that have not yet participated in the Award to join the bandwagon and come forth with new ideas and initiatives that can give a new dimension to excellence and innovation in the Public Service.

A handwritten signature in black ink, appearing to read 'Balkissoon Hookoom'.

*Dr the Honourable Balkissoon Hookoom  
Minister of Civil Service and Administrative Reforms*

# MESSAGE

*From:*



**Mr Suresh Chandre Seeballuck**  
*Secretary to Cabinet and Head of the Civil Service*

**A**s a nation we are today facing the enormous challenge of steering our way through the most serious global economic turmoil for the last 60 years.

The Government has taken prompt and decisive measures on an unprecedented scale to help our citizens through this global recession and prepare the country for the opportunities of the future.

However, the success of the Government response to the crisis will depend critically on the capacity of the Public Service to translate these decisions into practical reality. The Public Service will have to re-engineer itself so as to respond effectively to the new policy prescriptions and national priorities set by the Government. In fact, this is what the Public Service is there for. But I have good reasons to believe that the Public Service will, once again, rise up to this new challenge with its usual distinction.

The theme chosen for the Public Service Excellence Award 2008 is “**Visionary and Ethical Leadership: Key to Organisational Excellence**”. This is a very appropriate theme in the present context as it is in such testing times that visionary and ethical leadership assumes all its relevance.

The Public Service is a public trust. Citizens expect Public Officers to serve the public interest with fairness and manage public resources properly.

Ethical leadership is a prerequisite to public trust and is a keystone of good governance. The fundamental values of honesty, integrity, objectivity and impartiality constitute our bedrock. They are important to everything that we do as Public Officers. Public Service leaders must therefore at all times uphold and safeguard these core values of the Public Service.

I take this opportunity to thank the Chairman of the Panel of Jury, Prof. Donald Ah-Chuen, GOSK and the members of the Panel who despite their heavy schedule, found the time to carry out a fair and impartial evaluation exercise. I would also like to place on record my appreciation to the Mauritian Quality Institute, the University of Technology, Mauritius and to the Federation of Unions for their continued collaboration in the implementation of this scheme.

I congratulate the winners of the PSEA 2008 and encourage them to pursue their quest for excellence with renewed enthusiasm and dedication. I invite other participants to view their participation in the PSEA 2008 as a learning experience, from which to capitalize on their respective strong points identified and to take remedial action to address weak operational areas.

I call upon all other Ministries/Departments to participate in our next editions of the Public Service Excellence Award, which provides the necessary assessment framework so as to get organizations onto the right track for organizational excellence.

*Mr S.C. Seeballuck*  
*Secretary to Cabinet & Head of the Civil Service*

# MESSAGE

*From:*



**Mr S. Kandasamy Pather**  
*Supervising Officer*  
*Ministry of Civil Service*  
*and Administrative Reforms*

**T**he Public Service, as an instrument to implement policy aims and objectives of Government, touches the lives of more people countrywide than any other institution. It has a pervasive influence on everyday life. It

should, therefore, pride itself in its ability to live up to the expectations, needs and aspirations of the population. We have to develop a culture of excellence with the overriding goal being the development of a distinct mindset focussing on a sense of mission and an effective delivery of quality services.

That is why, we cannot hark back to the traditional way of doing business. For quite some time now, we have been witnessing the introduction and application of a whole string of innovative and reform measures in the way business is conducted in the Public Service. We are having a different take on the entire issue of providing public services; and, in the process, we are supporting and encouraging Public Officers to develop customer-focussed attitudes and behaviours which are essential to delivering quality services. Noteworthy are the accompanying results.

Quite a few initiatives are being taken to uphold the objective of transforming the Public Service into a customer-centric one. The Public Service Excellence Award is one of them. It drives forth the endeavours to

institutionalize quality in the Public Service. Organisations are encouraged to pay special attention to key aspects like leadership and team spirit, customer focus, efficiency and effectiveness, innovation and improvement, which are inescapable elements to modernize the Public Service and to enhance its responsiveness to the needs of the population.

I congratulate all the organizations which have participated in the competition. I have a special admiration and appreciation for the courage they have demonstrated by taking up the challenge of putting themselves under scrutiny. I wish that more and more organizations could follow pace, thus creating the necessary dynamism to prompt Public Officers to excel.

I take the opportunity to place on record my thanks to the Mauritian Quality Institute and the University of Technology, Mauritius. I also thank, very profusely, Prof. Donald Ah Chuen, GOSK, Chairperson of the Panel of Jury and the members.

My prayer to the Public Officers is : 'Let us together unfurl high the banner of the Public Service'.

*Mr. S. Kandasamy Pather*  
*Supervising Officer*



## LAUNCHING OF THE PUBLIC SERVICE EXCELLENCE AWARD SCHEME

LAUNCHED ON 04 OCTOBER 2006

**M**r S.C. Seeballuck, Secretary to Cabinet and Head of the Civil Service launched the Public Service Excellence Award Scheme on 4 October 2006 in the Sir Harilal Vaghjee Memorial Hall.

In his address to Heads of Ministries and Senior Public Officers, the Secretary to Cabinet and Head of the Civil Service pointed out that:

*“the Public Service Excellence Award Scheme we are launching today is another step in the right direction and it will prove to be a useful tool in achieving organizational excellence”.*





**Public Service Excellence Award 2008**

# PUBLIC SERVICE EXCELLENCE AWARD SCHEME

## Objectives

The objectives of the Public Service Excellence Award Scheme are to:

- recognise excellence and innovation and highlight their importance in developing a quality public service
- distinguish Ministries/Departments or Units/Divisions that have adopted innovative ways to meet the challenges facing them daily
- promote a performance-oriented, responsive, customer-friendly and accountable public service.

## Awards

The trophy of Public Service Excellence Award is conferred to the Ministry/Department or Unit/Division that has excelled in all of the following judging criteria:

- Strategic Planning and Objectives
- Leadership and Team Spirit
- Effectiveness and Efficiency
- Customer Focus
- Innovation and Improvement

The winner of the Public Service Excellence Award is also offered a cash prize of **Rs. 100,000**.

*Specific Awards may be attributed to the Ministry/Department or Unit/Division which scores the highest in each of the criteria mentioned above, save for 'Strategic Planning and Objectives,' along with individual prizes of **Rs. 50,000**.*

**Winners are recognised for their outstanding achievements and enjoy publicity that will establish their reputation as proven providers of exemplary services**

## Entry

All Ministries/Departments or Units/Divisions are eligible to enter the Public Service Excellence Award. However, the winner of the Public Service Excellence Award will subsequently be eligible for participation only after two years.

**All participants receive a Certificate in recognition of their efforts for working towards excellence and a quality public service.**

## ADJUDICATION

### Panel of Jury

A Panel of Jury, made up of the Chairman and four members from both public and private sector organizations and the unions, are called upon to assess the entries.

### Judging Process

The adjudication process comprises of the following stages:

- Evaluation of entries submitted by participants;
- Site visits to participating organizations;
- Shortlisting of participating organizations;
- Final assessment by Panel of Jury.

## WINNER OF THE PUBLIC SERVICE EXCELLENCE AWARD 2007

### THE MAURITIUS POLICE FORCE





## THE PUBLIC SERVICE EXCELLENCE AWARD 2007 – MAURITIUS POLICE FORCE

### **The Mauritius Police Force firmly anchored in achieving service excellence**

Though the primary aim of the Police is to maintain law and order in the country, customer care remains the basis of our action. To keep pace with the ever-changing society, the police has an important duty to efficiently respond to growing public needs.

Generally speaking, the practice of a customer oriented service fosters legitimacy, acceptance, trust and confidence that help in strengthening Police-Public relations thereby enhancing police image.

Since year 2006, it has become a matter of tradition that the Mauritius Police Force (MPF) is continually participating in the Annual Public Service Excellence Award. During the past years, several Police Stations have excelled in specific fields and awarded by way of recognition. However, our commitment, dedication and perseverance to an excellent service delivery have come to fruition when for the first time of its existence the Police Department had the great honour of being declared the Grand Winner of the Public Service Excellence Award 2007. As such, the MPF won the overall first prize of Rs 100,000 and was presented a shield. The Mauritius Police Force has now established a reputation as a proven provider of exemplary services and this will remain a very memorable achievement in the annals of the Police.

All said, success cannot be achieved overnight as there needs to be innovation coupled with continuous improvement at the front line service delivery. The Police were represented by Police Stations of Coromandel, Grand-Gaube, Pte aux Sables, Eau Coulée, Camp de Masque, Souillac as well as the Licensing Section of the Police Traffic Branch.

It was therefore imperative that the Police Stations and other Unit selected to participate in this Service Excellence Award set to task early and aim at grabbing the maximum points within the judging criteria based on leadership, team spirit, customer focus, innovation and improvement amongst others.

The Police were much more motivated with the theme for the 2007 edition of the Public Service Excellence Award, that is “in the pursuit of Excellence: Enhancing Trust in the Public Service. Since long the Police have paved their way and are seemingly the first leading organisation in Mauritius that has taken the lead towards achieving customer service. Since the mid 1990’s, the Police had adopted a customer based policing approach and then in the year 2003 embarked on the Police Public Partnership

Programme (PPPP). These new concepts have been the landmark towards achieving a customer care culture in our organisation.

Policing activities at station level have taken a new dimension where during the PPPP meetings together with the Public, NGO’s and other stakeholders, the needs and challenges in the locality are identified and the Police take necessary remedial actions and prioritise and channel resources where the need is more felt. This concept of “Policing by Consent” no doubt brings about an effective and efficient use of resources channelled appropriately without wastage of manpower.

Various standards have been set so as to enhance the service delivery in as much as: -

- Telephone calls should be answered within three rings;
- The number of customers in the Waiting Area should not exceed two;
- Callers should be attended to at once when they step in the station and after assessing the urgency of the request, directed as appropriate or asked to wait;
- Requests should be attended to within 3-10 minutes depending on the distance; and,
- Victims and complainants have to be informed of the outcome of their cases within 3 months.

The Police will not sleep on its laurels and in this endeavour, considerable efforts are underway and a major change is blowing over the Department, where the notion of “Force” is being now completely wiped out to create a desired status of “Service”. The Police with the help of the UNDP/UNODC are presently preparing a National Policing Strategic Framework so as to establish the future pillars of the organisation attuned around an enhanced service-oriented organisation.

Our vision is to bring the MPF to new heights in the service delivery front, where excellence, courtesy, commitment and dedication will remain the motivational drive. The customer care culture should be embedded in all our police officers, which is now a priority through which public satisfaction may be attained. Our aim is to gain the trust and confidence every single citizen in the Police. We want the public as a real partner in our endeavours and towards achieving our goals and objectives in crime reductions and reducing the fear of crime in the society. It is here, that the noblest award and recognition an organisation can obtain.

**The Mauritius Police Force**

# WINNERS IN SUB-CATEGORIES

## CUSTOMER FOCUS AWARD

MAURITIUS METEOROLOGICAL SERVICES



## INNOVATION AND IMPROVEMENT AWARD

BIODIVERSITY UNIT, FORESTRY SERVICES



## EFFECTIVENESS & EFFICIENCY AWARD

CIVIL AVIATION DEPARTMENT



## LEADERSHIP & TEAM SPIRIT AWARD

DROOPNATH RAMPHUL STATE COLLEGE



... OF THE PUBLIC SERVICE EXCELLENCE AWARD 2007

# THE PUBLIC SERVICE EXCELLENCE AWARD 2007



ABDOOL RAHMAN ABDOOL  
GOVERNMENT SCHOOL



NATIONAL ENVIRONMENTAL  
LABORATORY



CITIZEN'S ADVICE BUREAUX (NETWORK)

- SPECIAL MENTION BY PANEL OF JURY



# WINNERS OF THE PUBLIC SERVICE EXCELLENCE AWARD 2006



**CUSTOMER FOCUS AWARD**  
FLOREAL POLICE STATION

**EFFECTIVENESS &  
EFFICIENCY AWARD**  
CIVIL AVIATION DEPARTMENT



**GRAND WINNER 2006**  
COMPANIES DIVISION



**INNOVATION & IMPROVEMENT  
AWARD**  
POINTE AUX CANNONNIERS  
POLICE STATION

**LEADERSHIP & TEAM SPIRIT  
AWARD**  
MAURITIUS METEOROLOGICAL SERVICES



## THE ALL AFRICA PUBLIC SECTOR INNOVATION AWARDS 2008

The All Africa Public Sector Innovation Awards (AAPSIA) was launched at the 5th Pan African Conference of Ministers of Civil Service in Ethiopia in December 2005. It aims to recognize and reward the achievements of public sector organizations which strive and succeed in introducing innovative solutions to cope with governance challenges and improve services provided across the African continent.

Following the successful introduction and implementation of the Public Service Excellence Award in 2006, Mauritius was invited to champion the AAPSIA.

As champion of the AAPSIA, Mauritius, through the Ministry of Civil Service and Administrative Reforms, teamed up with the South African Department of Public Service and Administration (DPSA), the Centre for Public Service Innovation (CPSI) and NEPAD to conceptualize, develop and implement the AAPSIA.

After a rigorous marketing of the initiative within public sector organizations across the African continent, 59 entries were received from countries spanning from the southern tip of Africa to countries in the north such as Algeria and Egypt, from countries such as Kenya and Tanzania on the shores of the Indian Ocean, to Ghana on the Atlantic coast.



*Dr. The Hon. B. Hookoom, Minister of Civil Service and Administrative Reforms, Mauritius receiving a token from the Chairperson of the 6th Pan African Conference of Ministers of Public/Civil Service, Hon. Dalmas Otieno Anyango, Minister for State for Public Service of the Republic of Kenya.*

Mauritian public sector organizations were encouraged by the Ministry of Civil Service and Administrative Reforms to participate in the AAPSIA, following which, 8 took up the challenge and submitted their entries.

Dr. The Honourable Balkissoon Hookoom, Minister of Civil Service and Administrative Reforms attended the AAPSIA Awards Ceremony held in October 2008 in Gauteng, South Africa in the margins of the 6th Pan African Conference of Ministers of Civil Service.

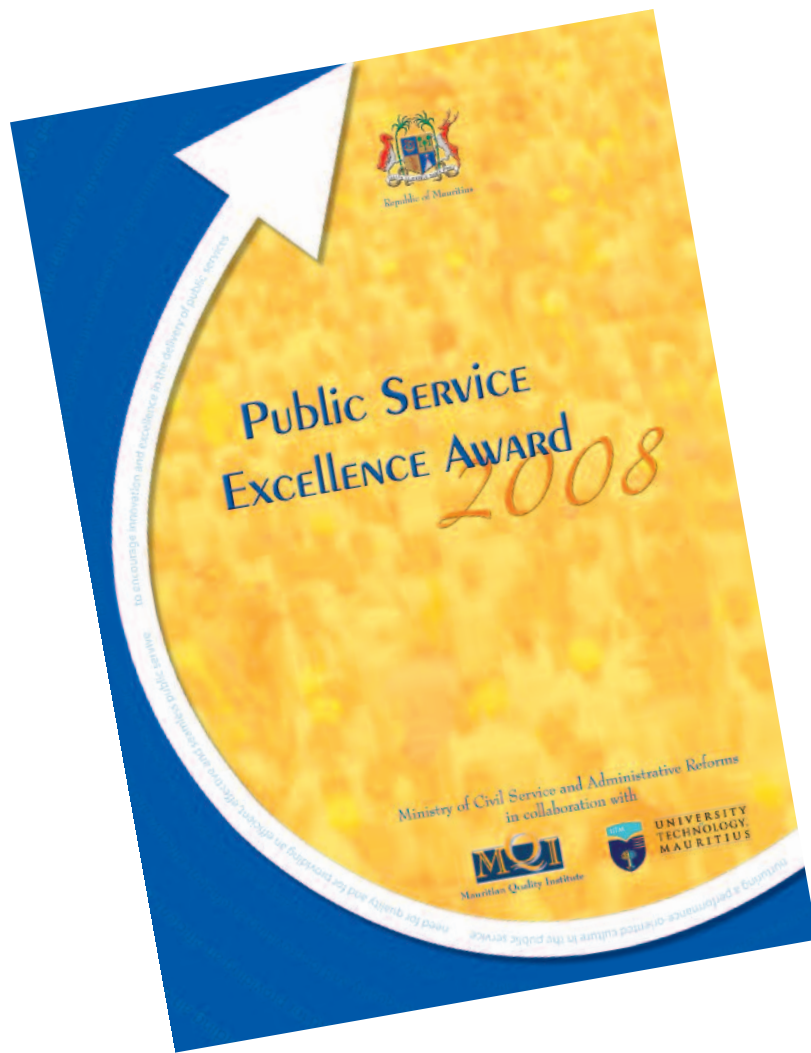
Awards were presented to the Winner, the 1st Runner up, and the 2nd Runner up in each of the following three categories of the AAPSIA:-

- i. Innovative Service Delivery Improvements,
- ii. Innovative Partnerships between Government, Private Sector and Civil Society Organizations,
- iii. Innovations in Systems and Processes of Governance.

Mauritius was honoured to have the Biodiversity Unit of the Mauritius Forestry Service as 1st Runner Up in the category 'Innovations in Systems and Processes of Governance' for its education and awareness programme.



*Dr. The Hon. B. Hookoom, Minister of Civil Service and Administrative Reforms and H.E. Richard Baloyi, Minister of Public Service and Administration, Republic of South Africa, addressing the audience at the 6th Pan African Conference of Ministers of Public/Civil Service.*



The theme for the 2008 edition of the Public Service Excellence Award is 'Visionary and Ethical Leadership: Key to Organisational Excellence'. This is critical to the Public Service that needs men and women who view reforms as challenges, who inspire and drive their teams to achieve set objectives with dedication and commitment, who empower their officers to generate innovative practices and produce expected outcomes efficiently.

Visionary leaders set their organizations on the path of excellence, one where ethical practices are the norm, where good governance prevails, where customer-centric and high quality services are impartially provided to respond to the needs of the public.

The Public Service Excellence Award 2008 will reward those Ministries / Departments or Units / Divisions that have successfully translated their farsighted visions into pragmatic and concrete achievements.

## PANEL OF JURY

### Chairman

**Professor Donald Ah Chuen, GOSK**

Chairman, Tertiary Education Commission

### Members

**Mrs Krishnawtee Beegun, CSK**

Former Senior Chief Executive

Ministry of Agro Industry, Food Production and Security

**Mr Rajcoomar Jhurry**

Vice President, Mauritian Quality Institute

**Dr Hemant B. Chittoo**

Associate Professor

Head, School of Business, Management and Finance

University of Technology, Mauritius

**Mr Toolsiray Benydin**

President, Federation of Civil Service and Other Unions

# MESSAGE

*From:*



**Prof. Donald Ah Chuen, GOSK**  
*Chairman, Panel of Jury*

I should like, first of all, to thank the Government, particularly the Honourable Prime Minister, Dr Navinchandra Ramgoolam, and the Honourable Minister for Civil Service & Administrative Reforms, Dr Balkissoon Hookoom, for entrusting me with the task and responsibility of chairing the Panel of Jury for the Public Service Excellence Award 2008.

For this third Edition of the Award, 28 entries were received, constituting quite a representative diversity of the departments, units and divisions of the Civil Service. We thank them for their willingness to participate and for their time and effort in the preparation of their submissions.

Let me say rightaway that the Panel of Jury was pleased to note the good standard of performance of all the participants with several of them at very high level, and that the choice of the Winner of the Public Service Excellence Award was certainly not easy!

I was impressed by the many changes and improvements that have taken place in many Government organisations which we have visited, and which now stand very favourably by comparison to their counterparts of the Private Sector in terms of customer reception and comfort, quality of office environment and service to the public, strategy, objectives and achievement.

I am pleased to admit that as a result of the many written submissions I have read and the many visits I have made together with my colleagues of the Jury, my own negative and wrong perception of the Civil Service organisations and performance has drastically changed. There is no doubt that this laudable “Public Service Excellence Award” initiative of the Prime Minister has provided a tremendous motivation to the Heads and Staff of Government Departments, and will stimulate them to keep working towards continuous improvement and attaining the level of Excellence.

It is worthy of note that the organisations which have achieved excellence are also those with inter-alia an inspiring leadership and determination, great team spirit, and a high degree of commitment and dedication from top to bottom, with a clear vision, mission and set of objectives.

I am grateful to all the heads and staff of the organisations we have visited for their enthusiastic welcome and hospitality, and for the very interesting, instructive and fruitful interaction we had with them, and I trust that they in turn have derived much benefit from such exchange and from their effective participation in the competition.

My difficult task was rendered more bearable and less hectic with the excellent guidance, secretarial and logistics support received from Mr A. K. Hoolass, Principal Assistant Secretary, Ms Z. Auladin, Assistant Secretary and the staff of the Ministry of Civil Service and Administrative Reforms, and I thank them wholeheartedly.

The evaluation exercise was carried out in great harmony, on the basis of the individual and independent observations and assessments of the members of the Jury with the utmost attention to equity and meritocracy, and I would like to record my great appreciation to all the members of the Panel for their hard work, invaluable input and exemplary collaboration.

Finally, I wish to offer warmest congratulations to the Winner of the “Public Service Excellence Award” and to the 4 winners of the “Sub - Category Award” for their success, and I encourage all Government Departments to get prepared for the 2009 Edition of the Award.

*Professor Donald Ah-Chuen, GOSK*  
*Chairman, Panel of Jury*

# MESSAGE *From:*



**Dr (Mrs) Brinda Seebaruth-Sonah**  
*President, Mauritian Quality Institute*

**T**he Mauritian Quality Institute has partnered once again with the Ministry of Civil Service & Administrative Reforms' ongoing initiative to launch the third edition of the 'Public Service Excellence Award'.

The Ministry's intent in its continued pursuit of promoting excellence within the public sector demonstrates the country's commitment and determination to make Mauritius attain the level of service excellence.

Organizations which are intent on sustainable improvement and businesses have one thing in common – they hold the customer at heart and renew efforts and energies to realize the customer value proposition. An organization's adherence to the value concept principle becomes central in guiding actions and behaviours towards this purpose. Alignment of individual/organizational values also provides the motivational energy for continuing improvement and excellence. Values such as trust, honesty, ethics, service and stewardship are increasingly important to the global customer and any customer driven organization has to be sensitive so as to

inbuild these values in the delivery of their service. As such, front line staff play a central role in influencing the customer's experience and repeat business. If there are any flaws in the customer's experience which relate to a fundamental disrespect of their core values, the customer simply walks away.

The organization which values its customers does not pay lip service to the customer but walks its talk, acts proactively and dedicates its efforts in building the foundation for a customer focused organization. Such are the building blocks within the organization which set the tone for practicing and living customer service excellence.

I take this opportunity to renew the commitment of the Mauritian Quality Institute in its continued partnership with the Ministry of Civil Service & Administrative Reforms to promote quality and best practices within the public service arena and contribute to creating the service culture and achieving service excellence.

*Dr (Mrs) Brinda Seebaruth Sonah*  
*MQI President*

# MESSAGE

*From:*



**Mr Dharmanand Fokeer**  
*Director General*  
*University of Technology,*  
*Mauritius*

It is an accepted fact that the international competitiveness of a country is dependent on the competitiveness and efficiency of its Public sector. A public sector that facilitates the development of its private sector and the empowerment of its citizens within the framework of good governance. Delivering high quality services, at the lowest cost possible, playing by the rules of the game in transparency, all by ensuring social stability are the great challenges to which Public Service Organisations in Mauritius have risen to. Nothing is perfect but at least we aim at perfection. Anything otherwise would be doubtful. The drive of excellence is a journey. Any assessment of services delivered by public sector organizations will reveal that there is always scope for improvement in line with the perennial analogy that the glass is half empty or half full. We have witnessed that the glass is three quarter full.

At the University of Technology, Mauritius, we cherish the idea of being a privileged partner of the public service in the drive to continuously

modernize itself, adopt new technologies, assimilate new ideas, innovate, improve the quality of services, reduce costs and improve on all dimensions of good governance. We do so by building capacity and helping in unleashing the leadership potential already present in the public sector. We are proud to be associated in the evaluation of the outcome.

The collaboration of the UTM with the Ministry of Civil Service and Administrative Reforms and the Mauritian Quality Institute is a clear sign of healthy collaboration that exists between University and Industry for the betterment of society. May I seize the opportunity to congratulate the organizers of the Public Service Excellence Award 2008. Congratulations to the winner and I encourage all other participants to continue to strive for excellence with the missionary zeal for a better Mauritius.

*Mr Dharmanand Fokeer,*  
*Director General*  
*University of Technology, Mauritius*



# MESSAGE

*From:*



**Mr Toolsyraj Benyadin**  
*President*  
*Federation of Civil Service and Other Unions*

In the context of the Public Service Excellence Award 2008, I am honoured to convey to all Civil Servants a message of appreciation for their tireless efforts in the pursuit of maintaining standards and improving services delivered to the Citizens of our Republic. It is a fact that with the drive and impulsion towards E-government, Civil Servants are confronted yet with additional challenges being given that working practices are changing at a fast pace. On the otherhand, it is observed that there is also increasing and mounting pressure on Public Officers from various stakeholders and customers for the provision of prompt and efficient services at all times. It should therefore be recognised that officers should be given more opportunities to be involved in the process of change geared towards the development of a culture of shared success and achievements.

In order to avoid any confusion or encroachment on the functions of Public Officers, it is strongly felt that time has come to speed up the process for the enactment of a Civil Service Act to promote further the independence of the Civil Service from undue influence while strengthening Public Service Values and Ethics.

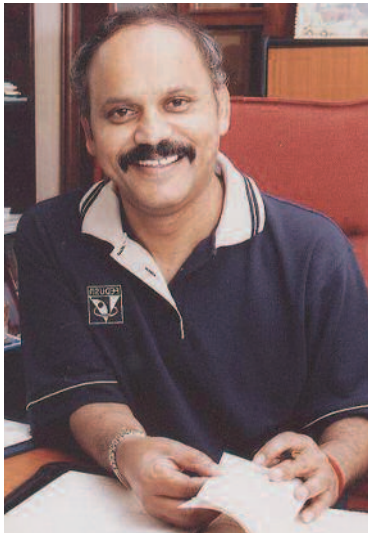
Undoubtedly, the Public Service Excellence Award provides government departments and ministries with windows of opportunities to focus on innovative features and in particular on improvements on the quality of management, permitting the delivery of services and capacity that better responds to the needs and exigencies of modernisation.

It is relevant to mention here that the high level of presentations and submissions made by the contestants are indeed remarkable. The site visits effected by the team of assessors gave a proper picture and a better insight of the role and functions of the Public Service to provide quality services.

In terms of improvements and innovation, the adage that “the sky is the limit” is relevant to the reforms and modernisation process of the Public Service. I would like, also in my capacity as a Member on the panel of Jury to congratulate all participating organisations and place on record the high quality of this competition and to encourage others to participate in the next one.

*Mr Toolsyraj Benyadin*  
*President*  
*Federation of Civil Service and Other Unions*

# MESSAGE *From:*



**Mr Radhakrishna Sadien, MSK**  
*President, State Employees' Federation*

It is with renewed pleasure that I am again this year greeting all of you on the occasion of the presentation of the Public Service Excellence Award (PSEA). This award has brought new hopes and created high expectations in the population on the quality of the services offered.

It is now a generally known fact that one of the objectives of the Millenium Development Goals is to eradicate poverty by the year 2015. This can be achieved, inter alia, through the provision of quality public services and the responsibility befalls on Public Officers.

People who have the means always resort to the private sector and pay for such services. But what about those who most badly require these services?

A Public Service Excellence Award alone will not change the image of the public but will definitely pave the way towards the provision of a quality service. The PSEA gives due recognition to Ministries/Departments and

Units/Divisions that have strived to be innovative, customer focussed and results-oriented. It thus permeates a culture of continuous improvement and performance in public service organisations.

We have been involved with this initiative since its inception and I would like to thank the Ministry of Civil Service and Administrative Reforms for recognising the role and contribution of trade unions in the Reform Initiatives undertaken in the Civil Service.

I take this opportunity to renew the commitment of the State Employees' Federation in its continued partnership with the Ministry of Civil Service and Administrative Reforms to promote excellence in the Public Service.

*Mr Radhakrishna Sadien, MSK*  
*President, State Employees' Federation*



# PARTICIPATING ORGANISATIONS



# ABDOOL RAHMAN ABDOOL GOVERNMENT SCHOOL



The school is located in the outskirts of the city of Port Louis and comprises 800 pupils distributed classwise according to age groups. The average teacher pupil ratio is 1:38.

The dedicated personnel on board is empowered to be fully equipped with knowledge, understanding, competence and values geared towards enhancing the well-being, welfare and comfort of the students and optimizing the teaching/ learning outcomes.

All students are enticed to bloom as lifelong autonomous learners and get instilled with quality values.

Involvement in extra and co-curricular activities, inculcating of valuable social and life skills give a boost to self esteem, leadership, team spirit and creativity.

Parents as motivators of responsibility, dedication and progress, contribute enormously in upgrading the overall achievement of their wards.

The high commitment for success is reflected by the deep involvement of the P.T.A, Head Mistress and staff.

“If you want to achieve excellence, you can get there today. As of this second, quit doing less-than-excellent work”

*Thomas J. Watson, President of International Business Machines (IBM)*

# ASSAY OFFICE, MINISTRY OF INDUSTRY, SCIENCE AND RESEARCH



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The Assay Office operates under the aegis of the Ministry of Industry, Science and Research, and is responsible to implement the Jewellery Act 2007. It regulates and controls the manufacture, sale and importation of jewellery made of gold, silver and platinum or their alloys, and the verification & grading of gemstones.

The Assay Office is a member of the International Association of Assay Offices (IAAO). It is certified to ISO 9001:2000 and its laboratory is accredited to ISO/IEC 17025.

The Assay Office operates two laboratories, namely, the Assay Laboratory and the Gemmology Laboratory and it offers its services to jewellers, government institutions and the public.

## Services provided:

- Assaying, that is testing of gold, silver and platinum jewellery and their alloys,
- Verification and grading of gemstones,
- Registration of jewellers,
- Registration of Sponsor's, Importer's and Identification Marks
- Carrying out inspection visits to ensure compliance with the Jewellery Act,
- Investigation of complaints from the public,

- Helping jewellers to upgrade the quality of their jewellery.

## Assay Laboratory

The Assay Laboratory is the first public laboratory to receive accreditation to ISO/IEC 17025 from MAURITAS.

The Assay Laboratory conducts the following tests:

- ▼ **Cupellation Test (Fire Assay)** - for gold alloys
- ▼ **X-Ray Test** - for gold & silver jewellery and their alloys
- ▼ **Touchstone Test** - for gold and silver jewellery
- ▼ **Volumetric Test** - for silver alloys
- ▼ **Gravimetric Test** - for platinum alloys

## Gemmology Laboratory

The Gemmology Laboratory carries out the certification of diamonds and coloured gemstones either loose or set in jewellery.

# BAT & MAT FRUIT FLY UNIT, ENTOMOLOGY DIVISION

The Bait Annihilation Techniques (BAT) and Male Annihilation Techniques (MAT) Fruit Fly Unit (BMFFU) is mandated to support food security in the country. Fruit flies cause heavy damage to fruits such as mangoes, guavas, peaches, etc. and cucurbits such as cucumbers, pumpkins, squashes, bitter gourds, cougettes, water melons, etc. across the island. In order to minimize losses due to fruit flies, an environment friendly fruit fly management package has been developed and is being recommended to growers.

## Our objectives are:

- ▼ To reduce infestation by fruit by at least 10% in fruits and vegetables over a period of two years by promoting an environmentally safe method of control.
- ▼ To suppress the fruit fly population in vegetable plantations by 15% over a period of two years.
- ▼ To increase the number of fruit and vegetable growers using physical control, protein bait and MAT blocks for fruit fly control by 10% over a period of one year.

The activities of the BMFFU include free distribution of fruit fly bait and MAT blocks for fruit fly control, besides technical advice to fruit and vegetable growers.

The unit has improved its customer counter service after participation in the Public Service Excellence Award. The staff is more motivated to meet the objectives set. Teamwork and a sense of belonging prevail at the Division.



“Excellence is the unlimited ability to improve the quality of what you have to offer”.

*Rick Pitino, American Basketball Coach*

# BEL OMBRE POLICE STATION

Participating in the Public Service Excellence Award (PSEA) 2008 has been a useful, pleasant and resourceful journey. The PSEA has given us the opportunity to change our mindset by working towards achieving the set goals and objectives of our Police Station to satisfy the population.

Our Vision at the Bel Ombre Police Station is to develop a Police Public Partnership (PPP) scheme by working in close collaboration with the public. This has been labeled “Policing by consent” which involves the Police taking the community with it to police the area and to fight crimes. Besides, we have moved from a “force” to a service oriented organization, recognizing that the personnel is the greatest asset of the force in achieving its purpose, i.e effective management of all personnel. The service concept drives more towards professional and ethical policing standards and helps to create a working environment which is conducive to efficiency and effectiveness geared towards enhancement of the quality of service.

As law enforcement officers, we, the staff of Bel Ombre Police station, are fully committed to maintain law and order, preserve the public peace and detect offence by working in partnership with the public and by inculcating the element of trust in the mind of the public. This should always be done by applying the legal framework that Justice should not only be done but should be seen to be done. We lay emphasis on the concept of service – service to the community.



We should not forget that our customers are our most valuable assets and we have been prepared to act in a professional manner so that the needs of the public can be



attended to efficiently and effectively in order to give them the best service possible, for example:- proper directional signs in the police station yard, parking facilities, an information desk on a 24 hour basis, proper notice board, clean and well ventilated rooms, suggestion box, availability of appropriate forms at all time and writing material guidelines regarding service available and rights of suspects as well as human rights; police code of ethics, ensuring that telephone numbers of urgencies are well displayed in a conspicuous place.

Our goal is to satisfy customers, so that they can come back to us again without any hesitation and the merit of service to be placed on our records.

Participating in the PSEA has been beneficial as it has in a way inspired us to develop and explore our existing resources to better serve the population by having good communication network, self-motivation and discipline, setting objectives, planning, allocating responsibilities, coaching and counseling.

Once an organization has got the habit of delivering speedy and expected service, it becomes easier to achieve service excellence. When our customers receive consistent and reliable service, they start to develop a sense of confidence towards the organization. This confidence is essential in building trust and loyalty and to keep customers satisfied.



# BON ACCUEIL GOVERNMENT SCHOOL

**B**on Accueil Government School is situated at Ramdour Road, Bon Accueil. Today, under the leadership of the Head Teacher, a new dynamism has been created and all stakeholders have understood the commitment to work towards excellence. This quest for excellence has been set out in the vision (2007-9) of the school.

All stakeholders have an agreed and shared vision. The 4 Core Missions of the school are: Customer Satisfaction, Educational Service, Geographic Needs and Technological Input, to realize the vision. A Quality Steering Committee was set up, headed by a Quality Management Representative to ensure that the set objectives are realized and met in timely manner. All the procedures have been reviewed, core processes redefined and flow charts set up. The successful achievement of our vision allowed us to win 3 Excellence Awards in Education in 2007.



The Quality Steering Committee decided to go for ISO Certification in 2008 and in July 2008, the school was certified to ISO 9001:2000 standards. The standard of the school has been raised, our customers are satisfied, academic results have improved, records and data are well kept and are subject to continuous assessment.

At Bon Accueil Government School, we do not believe that we have reached excellence, but we believe in the struggle for excellence.

Our long term vision is that Bon Accueil Government School stays the undisputed leader in providing world class quality primary education in Africa and the Indian Ocean region.



# CANE PLANTERS AND MILLERS ARBITRATION AND CONTROL BOARD



## 1. Historical background

Following a large scale mass protest by labourers and small planters in the sugar industry in 1937, the British Government set up a Commission of Enquiry, under the chairmanship of Honourable C. A. Hooper, to look into the causes of unrest. One of his recommendations was to establish an institution to regulate and control milling activities and to arbitrate disputes between planters and millers. Hence the creation of “The Cane Planters and Millers Arbitration and Control Board” in 1939, which is currently a department of the Ministry of Agro Industry, Food Production and Security.

### 1.1. Our main functions:

- To arbitrate disputes between planters and millers
- To determine the quantity of sugar and by-products accruing to planters and millers.
- To control weighbridges used for weighing of canes and its by-products as well as weighing and measuring devices in sugar factories.
- To determine the boundaries of factory areas.

- To register cane contracts between planters and millers.
- To determine the rate of refund of transport cost in excess of 4 miles.

## 2. Our Vision

To provide effective service to planters, millers and other institutions of the sugar industry in order to promote and sustain social stability among partners of the Sugar Industry.

## 3. Our Mission

To control milling activities, arbitrate disputes between planters and millers and determine the quantum of sugar and by-products accruing to planters.

## 4. Our major achievements

- The Control Board has succeeded in creating a climate of stability, trust and harmony among all stakeholders of the sugar industry, namely between planters and millers.
- The Control Board is among the first departments in the Public Service to have a website, which was launched on 21st November 1997.
- The cane testing system at the Control Board laboratories and determination of assessment of sugar at the Head Office was computerized in year 2000.
- The Control Board is the first department in the Civil Service to have carried out a Risk

Assessment, in compliance with the Occupational Safety and Health Act 2005.

- One-stop-shop services for the registration of planters cane contracts are now provided.
- Following recommendations of the Control Board, planters are now receiving about 20% to 25% increase in revenue per tonne of molasses produced.

## 5. Continuous Improvement

The stimulus to improve continuously is present in our culture. We foster work systems conducive to continuous improvement by adopting modern management tools and techniques, innovative ideas and total quality management. The ultimate aim is to improve efficiency and effectiveness with the overall objective of promoting cost effective, quality and timely services.



# CITIZEN'S ADVICE BUREAUX (NETWORK)



35 Citizens Advice Bureaux are strategically located throughout the island. We have the following vision and mission:-

## Our Vision

- To become a multifaceted information hub easily accessible to the general public.

## Our Mission

- Endeavour to enhance the overall well-being of every citizen by providing excellent service and up to date information;
- Commit ourselves to be always caring, honest, respectful, cooperative and to contribute to the continuous development of a happier and more prosperous community in a spirit of solidarity.

During their twenty years of existence, the Citizens Advice Bureaux have been and are acting as regional focal points to deliver a service of proximity. They continue to contribute a lot in terms of infrastructure and social development for the welfare of citizens.

This service of proximity has facilitated the identification and successful implementation of developmental needs of the people at grassroot level, leading to an inclusive society.

Over the years, the CAB Organizers have found themselves going far beyond their original mandate of providing information and advice to callers at CAB. They are playing multiple roles such as facilitators, advocates, interveners and counselors to be able to meet the ever increasing demands and changing needs of the citizens. Over and above those attributes, they organize

aggressive Information, Education and Communication campaigns to market government policies for the benefit of the public at large, particularly the vulnerable groups.

CABx' participation in the Public Service Excellence Award, besides acquiring an enriching experience, also gives an opportunity to participants to set standards and improve the service delivery according to preset standards.



"Sometimes when you innovate, you make mistakes. It is best to admit them quickly, and get on with improving your other innovations"

*Steve Jobs, Co-founder, and CEO of Apple Inc.*

# CITIZENSHIP SECTION, PRIME MINISTER'S OFFICE

Mauritian Citizenship is strictly governed by provisions of the Constitution and the Mauritius Citizenship Act. The Mauritius Citizenship Act came into force in 1968 and provides for the acquisition (by registration or naturalization), deprivation and renunciation of the Citizenship of Mauritius.

The Citizenship Section provides a key service to Mauritian citizens worldwide, as well as non-nationals including foreign investors. The Section deals with applications relating to commonwealth and non-commonwealth citizens, minor children of citizens of Mauritius, non-citizens married to citizens of Mauritius, and citizens of Mauritius holding dual nationality. Certificates of Citizenship

are also processed for persons whose Mauritian Citizenship is doubted.

The Section is at the front-line, where interaction between public officers and the public takes place.

The main mission of the Section is to provide a service 'par excellence' to all applicants, irrespective of their background. Our values are Customer Satisfaction first time and every time, Excellence in Service delivery, and Confidentiality, in view of the nature of information provided.

One important element of efficient service delivery is the appropriate dissemination of information at the right time, in the right place, to the right customers, by the right people. In this regard, all relevant information is available on the website.

The legal provisions of the Mauritius Citizenship and the Constitution of Mauritius relating to Citizenship are reproduced in a simplified and understandable version on the website.

The Section is staffed by a team of six officers who have the responsibility to process applications as well as provide non-stop counter services from 9 hrs to 16 hrs.

A culture of excellence is needed at all levels and it is this culture that strengthens public trust in the civil service and therefore, there is a need for the Citizenship Section as a public sector organization to continuously re-invent itself in order to provide the highest level of services to the citizens. Our staff will, hence, continue to enhance their current capabilities as to respond more effectively to the changing demands of the external environment and the public.



"Quality is never an accident; it is always the result of high intention, sincere effort, intelligent direction and skillful execution; it represents the wise choice of many alternatives".  
*William Foster*

# CIVIL AVIATION DEPARTMENT

Mauritius signed the Convention on International Civil Aviation on 30 January 1970 thereby taking the commitment as a Contracting State of the International Civil Aviation Organization (ICAO) to comply with the International Standards and Recommended Practices annexed to the Convention.

This commitment has been conferred upon the Director of Civil Aviation who has the task and responsibility of ensuring safety, security, regularity and efficiency of the air transport system in Mauritius.

The Department of Civil Aviation (DCA) has two main functions:

- To regulate the civil aviation activities in Mauritius; and
- To provide air traffic services within the Mauritius Flight Information Region.

As the regulator for safety and security, DCA is responsible for:

- Issuance of Air Operator Certificate, Certificate of Airworthiness, Licence to Pilots and crews, Air Traffic Controllers, Aircraft Maintenance Engineers, and to airports and heliports.

- Ensuring implementation of aviation security, including the issuance of permits to control access to airport precincts.
- The conduct of regular safety and security audits.

As an Air Navigation Service provider, the DCA provides air traffic services including air traffic control within the vast oceanic airspace under our jurisdiction as allocated by ICAO, and maintains the communication, navigation and surveillance equipment facilities to international standards in order to support the services we provide.



Our participation to the project has made us aware of the shortcomings resulting in re-engineering our systems, processes and procedures to bring improvements.

It has also enhanced team spirit among staff and created a sense of belonging throughout the Department.

In brief, our participation has created a very positive impact in the discharge of our functions throughout the whole organization and contributed to making them more transparent in the interest of our customers.

“Excellence is in details. Give attention to the details and excellence will come.”

*Perry Paxton, Author*

# DROOPNATH RAMPHUL STATE COLLEGE

**D**roopnath Ramphul State College (DRSC) is a National College situated in the north of the island with a population of about 850 students. Over the years, the school has strived for academic excellence with 100% pass rate at SC level.

In 2008, we attained a performance of 97.27% at HSC level and we were honoured to have one of our students as Laureate.

The vision of our institution is “to make thinkers out of learners”. We do not prime only academic achievement but we also foster values which will help our students grow into responsible citizens.

## Our mission is:

- To help students achieve a high standard of learning,
- To train students in tomorrow’s skills,
- To prepare students for a life-long learning and living in the fast changing, multi-cultural and socio-economic world,
- To empower students to face challenges of their future lives in the global village.

At DRSC we believe in dedication and hard work. We view work as worship and we endeavour for a very high standard. An achievement culture

prevails in our school and this environment boosts up the spirit of our young ladies to achieve higher and higher. Our students are empowered in all their undertakings, be they academic or non-academic and we celebrate their least achievements.

We trust our students and this positive attitude helps to keep their self-esteem always high. We emphasize on character - building and overall development, so that our students are prepared to face any challenge in life with determination. We believe in emotional intelligence and we want our students to be happy in their second home and as a result, excel in their studies.



“Innovation, the vital spark of all human change, improvement and progress.”  
Ted Levitt, Author

# ENERGY SERVICES DIVISION

The Energy Services Division (ESD), formerly Electrical Services Division, was created in 1981 following a Cabinet Decision. The Division falls under the aegis of the Ministry of Renewable Energy and Public Utilities. Its range of activities extends to the whole island and its dependencies.

The ESD is essentially a service provider and its customers are mainly Ministries and Departments. There are around 900 public and private buildings housing all ministries, departments, divisions and sub-divisions of the Government. We cater for a large majority of public officers who in turn give services to the whole nation.

We provide electrical consultancy services in respect of all Government projects, inclusive of the preparation of technical specifications and tender documents as well as the supervision of electrical works undertaken for the Government by private contractors. The services are provided in terms of operation, repair and maintenance of electrical installations, items of equipment and air conditioning facilities in Government buildings



including hospitals, sports complexes, stadia, police stations, schools, colleges and fire stations among others.



Our Customer Charter reflects our commitment to our clients. Further, we are MS ISO 9001:2000 certified since August 2008.

“To accomplish great things, we must not only act, but also dream; not only plan, but also believe.”

Anatole France, French Poet, Journalist, and Novelist

# FLACQ HOSPITAL – HAEMODIALYSIS UNIT

The Flacq Haemodialysis Unit started its services in July 2003 with 10 dialysis machines and a bed capacity of 10. To date, there are 21 dialysis machines, where 125 patients are receiving treatment. The objective of the Dialysis Unit is to treat patients suffering from End Stage Renal Disease, and to help people lead a rhythm of life as normal as possible.

The Public Service Excellence Award 2008 is indeed an opportunity as well as a challenge to us to focus on improving public service delivery, through strong leadership, coordinated team work and implementation of customer focused initiatives to delight customers and patients coming to the Dialysis Unit.

We ensure the delivery of quality services through Quality Assurance Tools such as Dialysis Adequacy and Dry Weight Assessment. Flexibility of service provision is tuned according to the needs of the patients, taking into consideration their daily activities, so that customers can effect dialysis sessions without any constraints.



The dimensions of service delivery have always been considered as high priorities of the Dialysis Unit. The physical environment is always being upgraded while ensuring adequate provision of all utilities - water, electricity, medical equipment and medical supplies. There is strong leadership, and a dedicated team spirit prevailing at the Dialysis Unit. Meetings are regularly held among staff to discuss work-related issues and necessary corrective actions are taken to ensure the smooth running of the unit.

We are looking forward to further improve service delivery through measures such as introduction of customers charter, implementation of a feedback mechanism, optimizing on transport facilities, further training and staff development.

“Find something that you’re really interested in doing in your life. Pursue it, set goals, and commit yourself to excellence. Do the best you can.”  
*Chris Evert, former World No. 1 Professional Tennis Player*



# FLACQ HOSPITAL – INTENSIVE CARE UNIT

The decision to have an Intensive Care Unit at the Flacq Hospital was one of the immediate measures taken by Government in August 2005 to improve health services. The project materialized with the opening of the Unit in November 2007.

The officers of the Intensive Care Unit of Flacq Hospital are deeply grateful to the Ministry of Civil Service and Administrative Reforms to have mounted the Public Service Excellence Award 2008.

Our message is: “if survival is the aim, change is the game”. In this context, our aims and objectives are as follows:

- To be a successful unit oriented towards results,
- Focus on quality,
- Driven by values,
- Strategic thinking,
- Performance based,
- Reducing cost without lowering quality of health care.



In fact, participation in this award has created a sense of belonging among staff and encourages excellent and efficient delivery of health care. The staff is motivated to be more caring, attentive and sensitive.

Finally, the human interpersonal relationship existing between doctors, nurses and hospital servants in the I.C.U is wonderful. The positive attitude and behaviour help to create an environment of trust and confidence in helping patients and relatives to receive quality and compassionate care.



“By appreciation, we make excellence in others our own property”

*Voltaire, Author and Philosopher*

# FLACQ HOSPITAL – OCCUPATIONAL THERAPY DEPT.

## What is Occupational Therapy?

Many people have heard about occupational therapy, “OT” as we like to call it, but often don’t fully understand. Technically, it is defined by the American Occupational Therapy Association executive board (1976) as:

*“The therapeutic use of work, self-care, and play activities to increase development and prevent disability. It may include adaptation of task or environment to achieve maximum independence and to enhance the quality of life.” First, let’s focus on the word “occupation”, since it is THE basis for our professional title.*



Occupation can be defined as the way in which we occupy our time. Thus, our time is divided into three categories of activities in which we take part daily:

- Self-Care: Sleeping, eating, grooming, dressing, and toileting
- Work: Effort that is exerted to do or make something or perform a task
- Leisure: Free, unoccupied time in which one chooses to do something one enjoys (i.e. hobby, TV, socializing, sports, “chill out”, read, write, listen to music, travel, etc.)

This is critical to understand as our basis for the meaning of the term “occupation” is how we spend our time, whether paid or unpaid, restful or fun, obligation or choice, and that which fulfills us, gives us purpose, and allows us to interact with, be productive, and function in the world around us to the best of our ability.

Here is where the “therapy” comes in. If, at any point in a person’s life (whether present at birth or onset at a later time), illness, injury or disability prevents him/her from effectively or independently functioning in one or more “occupational” areas, then it is the job of Occupational Therapy to provide intervention which will help the person

regain function, maintain level of functioning, or make accommodations for any deficits he/she may be experiencing.

It is our job, in Occupational Therapy, to figure out which areas are suffering and how we can assist that person in performing these activities in a more functional, successful and independent way.

The goals of OT are:-

- Promote health and well being
- Prevent decline of abilities
- Maintain or improve abilities in the performance of daily activities
- Compensate for decreased abilities in the performance of daily activities
- Customer satisfaction (client centered approach in treatment).

The guiding principle is maintaining or increasing skills and/or adapting environments to meet the unique needs of an individual so that he/she may become as independent, functional, emotionally and physically pain free, and developmentally on target as he/she is capable of.

# FLIC-EN-FLAC POLICE STATION

The common sense view of the police would no doubt assert that policing is all about crime. In this view, the role would probably be more precisely defined as crime detection. Common sense will also tell us that the police performs other functions: it enforces traffic regulations, it responds to calls from the public for all types of assistance, it manages disorder on the streets, and it searches for lost persons, along with other numerous activities.

Yet we know from research that the police spends more time dealing with matters that are not related to crime. In fact, both research and common sense tell us that policing is far more complex than it first appears and it would be comforting to know that it is governed by a clear set of principles, underpinned by well-founded research, and subject to a reliable and transparent form of democratic accountability. In front of these complexities and realities of policing, when the Ministry of Civil Service and Administrative Reforms



launched the Public Service Excellence Award, it acted as a paradigm shift.

As a participant, the surprising intrusion of the Award in the daily activities of our police station was, initially, considered as another routine workload to be rapidly tackled using traditional established procedures so as to initiate prompt actions and quick clear ups. Alas! Police documentations, orders, and circulars were of little help when the award criteria were deeply analyzed. Contrary to our beliefs, this exercise acted as a sudden brake stopping us before a series of interrogations which directed us to ponder on simple realities that any organization, whether public or private, would endeavor to improve quality service.

In fact, what emerged was a reflection of what could be improved to increase public satisfaction. We started by giving priority to some physical transformation but this turned out to be a catalyst



bringing about an unbelievable sense of excitement. This élan drove us to changing desk set up, improvising a waiting area, displaying of an information board, repainting and general cleaning of our station compound. Our main stakeholders were given redefined customer-friendly service in terms of visiting victims of crime and door-to-door counseling on crime prevention. All the initiatives were targeted towards enhancing teamwork and adopting customer-centric measures.



# LEGAL METROLOGY SERVICES



The Legal Metrology Services of Mauritius situated at Bell Village operates under the aegis of the Ministry of Business, Enterprise and Co-operatives and is responsible for the administration of the Legal Metrology Act 1985.

The objective of this Act is to provide for the assizing of instruments, weights and measures and the protection of the public in relation to the sale of articles by weight or measure.

To attain this objective, we focus our work on the following:

- Maintenance of measurement standards which are traceable to international standards;
- Control of weighing and measuring equipment used in trade to ensure that the instruments are accurate, used correctly and meet the requirements of the Legal Metrology Act;
- Control of goods to ensure that they are properly labelled and contain the quantity

declared on the packages as per the Legal Metrology Act.

## The mission of this division is :

- To protect the public in the purchase of goods by weight or measure,
- To ensure fair competition in trade through accurate weights and measures,
- To offer quality legal metrology service as regards calibration and verification of weighing and measuring instruments, pattern approval of instruments, investigation of complaints made by the public and advice given to the public.

Our participation in the Public Service Excellence Award 2008 has motivated and consolidated the team spirit of officers of this division.

This participation has also given us an opportunity to improve and move towards excellence.

# MAURITIUS METEOROLOGICAL SERVICES

The Mauritius Meteorological Services (MMS) is an essential public service operating on a 7 days 24 hrs basis under the aegis of the Prime Minister's Office.

## Our Quality Objectives:

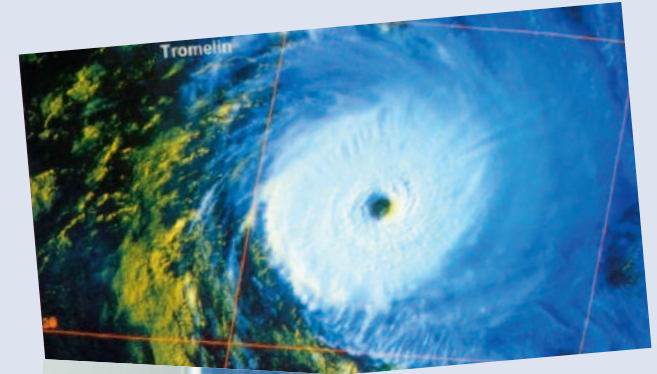
- Provide one-week's weather forecast besides forecast of 24-hours validity.
- Monitor climate parameters for assessing climate change. A report has been prepared to raise awareness.
- Establish an integrated end-to-end warning system for tropical cyclones, torrential rains, landslides and tsunamis.
- Promote and maintain regional and international exchange of information.
- Ensure the flow of climate information to socio-economic sectors.

The MMS, in a reorganized set-up, is MS ISO 9001:2000 certified since 29 December 2008. A modern warning system has been commissioned for the monitoring of Tsunamis. Meteo Agricole,

which can be accessed via mobile phones, is in service for vegetable growers. A similar service is being envisaged for fishermen.

As part of our innovative spirit, solar panels, which part-replace diesel-powered generators, have been installed in St. Brandon and Agalega. The panels power fridges, the audio and lighting systems and ensure communication with the MMS. This has reduced the consumption of fossil fuel on the islands.

Through participation in the Public Service Excellence Award, the MMS has become more customer focused and proactive.



# MAURITIUS PRISONS SERVICE

The Mauritius Prisons Service, an important stakeholder in the Criminal Justice System, is mandated to keep detainees in safe custody and endeavour towards their rehabilitation.

To attain these objectives, the Department has devised its Strategic Action Plan 2007–2009, whereby:

- a) the security of the penal establishments is being reinforced by putting up appropriate physical infrastructure and the attitudes and behaviour of detainees are transformed through Dynamic Security, a modern tool, which, while ensuring physical security, caters for a conducive environment where trust and purposeful activities take place;
- b) the coping capacities of staff is built with appropriate training and detainees are imparted with literacy and skills orientation programmes, aimed at enhancing employability opportunities.

The prison reforms charted through the Strategic Action Plan revolves around customisation. Thus, the living conditions, health care, de-addiction, sensitization and education of substance abusers are being continually improved, training of staff has been professionalized, detainees are being empowered through numeracy and literacy programmes to learn skills such as vegetable production, animal husbandry, welding and metal fabrication, beauty care and hairdressing.



The Public Service Excellence Award is a motivational tool which allows to put in perspective the realisations of a department. Undoubtedly, it has the potential to foster innovation and drive reforms designed at enhancing quality service.



# NATIONAL ENVIRONMENTAL LABORATORY

## THE ROLE OF NEL WITHIN THE MINISTRY OF ENVIRONMENT & NDU.

The National Environmental Laboratory (NEL) was established and is legally recognised under Section 8 of the Environment Protection Act (EPA) 2002. The NEL is an important arm of the Ministry of Environment & NDU. It reinforces the coordination role of the Ministry by providing support and assistance for effective decision making in terms of regular monitoring and follow up on standards that have been set to ensure a clean and green environment for the country.

As per its vision of being an environmental laboratory accredited to international standards, the NEL was certified MS ISO 9001:2000 in May 2003. This certificate has inculcated a quality culture in the organization and has helped in quality service delivery.

## THE ROUTE TO ACCREDITATION

In 2006, a consultant was recruited to assist NEL in the implementation of the MS ISO 17025:2005 standard. The application for accreditation was submitted to MAURITAS, the Mauritius Accreditation Service in May 2007 and a preliminary assessment was carried out in April 2008. This was followed by a conformity assessment by five assessors, spread over three days in September 2008.

In January 2009, NEL was awarded the accreditation status for its 18 physico-chemical and microbiological parameters applied for. The immediate benefits of accreditation of the NEL were the increased confidence in test results, which also acted as a tool for the removal of international trade barriers.

The accreditation process has given significant added value to NEL efficiency and has led to a higher level of assurance in terms of its performance, competency and the quality of its results. The accreditation is the formal recognition of NEL's technical competency to perform tests impartially and competently and is recognized by the International Laboratory Accreditation Cooperation (ILAC).

## NEL STANDPOINT

NEL, through both the MS ISO 9001:2000 and MS ISO 17025:2005 standards, is recognised today at the international level as a professional and technically competent environmental laboratory.

For its achievements in 2007, the NEL was awarded a 'Special Mention' trophy during the Public Service Excellence Award 2007 organised by the Ministry of Civil Service and Administrative Reforms.



# POLICE TRAFFIC BRANCH

The Traffic Branch is a unit of the Mauritius Police Force, which has been entrusted with the responsibility of ensuring safety on public roads. The unit is composed of different sections whereby each one of them has a specific contribution in the upholding of safer roads. Reactive as well as proactive policing are adopted on public roads against actual as well as potential law breakers. Education of road users on road safety is also an important activity.



On the other hand, the driving test system is tailored in such a way as to be in line with the correlating environmental changes, such as an increasing number of motor vehicles for a limited road network. With the steady increase in demand for driving licences, the Traffic Branch is facing the challenge of providing a qualitative as well as quantitative service, both to ascertain that candidates on driving test have the required skills and knowledge and that the service offered is fast and to the expectations of the public. As part of our continual improvement effort, the licence processing time has been reduced.

The assessment criteria of the Public Service Excellence Award have helped the unit, as it served as guidelines to best utilise the resources entrusted to it for the optimum benefit of the public, which is in line both with the Government policy of “Putting People First” and our quest for improving customer service.



“Excellence is doing ordinary things extraordinary well.”

*John W. Gardner, President of the Carnegie Corporation*



# REGISTRAR GENERAL'S DEPARTMENT

The Registrar-General's Department is a revenue earning cum service department which operates under the aegis of the Ministry of Finance and Economic Empowerment. It is headed by the Registrar-General who also acts as Conservator of Mortgages and Authorised Officer for Campement.

It is divided into the following main sections: Registration, Mortgage (Land Registry) and Valuation and their main functions are:

- (i) **Registration**:- Registration of particulars of deeds and documents, and collection of revenue.
- (ii) **Land Registry**:- Registration of information regarding land ownership and obligations, and publicity of land transactions.
- (iii) **Valuation**:- Follow-up action after reassessment of values of immovable properties by the Valuation and Real Estate Consultancy Services, including representations before the Assessment Review Committee and Objection Unit. Collection of annual tax payable by Campement Site owners and Campement owners.

This Office has three main objectives:

- (i) to collect revenue within the legal framework;
- (ii) to provide a timely and quality service to the public; and
- (iii) to publicise accurate records of land transactions.

Since the year 2005, various reforms initiatives have been undertaken with a view to modernise our services and provide a quality service to our customers. Some notable ones are:

- (i) Setting up of an Electronic Search Room
- (ii) The scanning of Name Registers and "Casier Hypothecaires"
- (iii) Improvement at the Counters and Waiting Area
- (iv) Re-engineering of processes in the Land Registry.



Participation in the Public Service Excellence Award has undoubtedly urged us to rethink our strategies to upgrade the quality of services offered to customers.

# SSRN HOSPITAL – NEONATAL ICU



The setting up of Neonatal ICUs has been one of the most important initiatives taken by the Ministry of Health and Quality of Life.

The level III neonatal intensive care unit of SSRN Hospital receives an average of 200 admissions each year. Newborn babies with a variety of diseases are now surviving. Further to catering for our 3000 deliveries or so per year, we also have the responsibility to provide optimal care to any sick neonate referred to us from other hospitals, private clinics or from Rodrigues.

We have undoubtedly contributed to reducing the neonatal and infant mortality rate and have upheld our reputation for excellence by updating our admission criteria and treatment protocols and by the diligent follow up of our patients.

Our participation in the Public Service Excellence Award has broadened our insight from national to international level. Our parent Ministry has recently recognised our unit as a care tendered and specialized centre and appropriate steps have been undertaken to upgrade the service and equipments through the “Trust Fund for Specialised Medical Care”.



“Quality is never an accident; it is always the results of intelligent effort.”

*John Ruskin, Author*

# SIR VEERASAMY RINGADOO GOVERNMENT SCHOOL

**S**ir Veerasamy Ringadoo Government School is a school having a happy, safe, calm, welcoming and stimulating environment where serious learning is seen as a participative enterprise between the teacher, the learner and the family.

Our main objective is the promotion of high standards of teaching and learning where each individual has the opportunity to develop his/her personality in an atmosphere of care and mutual respect. Our school is recognized to be a high performing school which has always maintained a very high performance at the CPE examinations with a pass rate of 95% and more than 70% of our candidates securing a seat in the best national colleges, namely Q.E.C., Dr. Maurice Curé State College, Royal Colleges of Curepipe and Port Louis.

In 2008, one of our pupils topped the list at the Alliance Française examinations. Our participation in the Public Service Excellence Award preceded by the Best School Award obtained at the 2008 Excellence Award for Education has further motivated all our stakeholders to maintain the high standards of education we offer in a more stimulating environment where

children become learners, achieving to the best of their ability.

We are making our school a place where children look forward to come to, a place they see as a haven, sometimes an escape from home.



# VACOAS POLICE STATION

## INTRODUCTION

Vacoas Police Station is an A Class Station situated along Avenue John Kennedy. It covers a geographical area of 90.06 km<sup>2</sup> and an estimated population of about 130,000 inhabitants.



## STRATEGIC PLANNING AND OBJECTIVES

### Vision

Our vision at Vacoas Police Station is in line with the vision of the Mauritius Police Force which is to get members of the public to look towards the Police with renewed faith and confidence, to uphold the law firmly and fairly, thus preserving public peace and ensuring that citizens live in a crime free society. Hence, making the Vacoas Police Station a strong and credible organization.

### Mission

We have made it a priority to improve the police Public Relations. Oath and allegiance we have taken to the country and the public to faithfully execute and perform all duties incumbent on us.

### Specific Objectives

We want to reduce crime rate by 7.5% annually, to carry out a policing of proximité, to be visible and to attend to requests within 15 minutes following a phone call, to complete enquiries within 3 months.

## EFFECTIVENESS, EFFICIENCY AND CUSTOMER SERVICE

We do not seek to be one thousand percent better at any one thing. We seek to be one percent better at one thousand things. Whenever we get requests, same are attended to within the minimum time required for the police officers to get to the requesters' place. Our priority is to treat our customers in a professional, sensitive and caring manner. We do our best to provide customer satisfaction.

## INNOVATION AND IMPROVEMENT

With the advent of modern technologies, the Vacoas Police Station does not lag behind. We are equipped with a computer and fax system which is operational on a 24 hr basis, thus leading to greater efficiency in less time. Records are accessible. We have on-line services with the NTA and the Crime Record Office.

## CONCLUSION

By participating in the Public Service Excellence Award 2008, the whole staff of Vacoas Police Station has worked together as a team showing great team spirit. There has been a sense of direction whereby delegation of authority was done by the in-charge.



## VICTORIA HOSPITAL – BIOCHEMISTRY DEPT.

The Department of Biochemistry performs within the framework of the Central Health Laboratory, which provides extensive services in the broad disciplines of pathology.

The Biochemistry Department provides a comprehensive service, including routine chemistry, endocrinology, diabetes care, oncology and therapeutic drug monitoring. It is committed to medical laboratory service, research and education. Laboratory analysis of blood and other body fluids is performed using a range of techniques requiring a high degree of technical and scientific expertise for the operation of highly sophisticated, multi-channel, analytical systems.

The Department is also responsible for a Quality Assurance Scheme for central and regional Biochemistry departments of the hospitals of the Ministry of Health and Quality of Life.

The Department also provides a clinical advisory service. There is close liaison with clinicians and other healthcare personnel within the hospital, the community and other hospitals, to ensure best practice in the use of the Biochemistry Service.



A research unit has been set up within the department, where projects on major health issues such as chronic Non Communicable Diseases are investigated. Through a policy of continuous learning, members of the staff are encouraged to participate in research projects and study for higher degrees.



# VICTORIA HOSPITAL - HIGH DEPENDENCY, ICU & HYPERBARIC MEDICINE UNIT

## High Dependency- Intensive Care Unit (HD-ICU)

**M**any emergency and traumatic cases and other critically ill patients are treated in this busy 8 bedded ICU. The Consultant Anesthetist is in-charge of that Unit.

The purpose and goals of ICU are:

1. To provide care:
  - (a) for the critically ill patients with potentially reversible conditions, and/or with potential or established organ failure.
  - (b) for patients requiring close observation and/or specialized treatments that cannot be provided in general ward;
2. To reduce morbidity and mortality in critically ill patients.

## Hyperbaric Medicine Unit (HMU)

It is the only one of its kind in Mauritius and it caters essentially to the treatment of emergency cases of diving accidents.

Its aim is to treat patients who suffer from complications during deep sea diving, and who need compression-decompression treatment to avoid coma, paralysis and even death.

“The achievements of an organization are the results of the combined effort of each individual.”

*V. Lombardi, Football Coach - USA*



# VICTORIA HOSPITAL – NEUROSURGERY DEPT.

The Department of Neurosurgery at Victoria Hospital was opened in 2002. Neurosurgery is a superspecialised surgical speciality that many developing countries and underdeveloped countries cannot provide.

The setting up of a Neurosurgical Service at the Victoria Hospital was indeed a big challenge that had to be won. Numerous obstacles had to be overcome in terms of infrastructure, technical skills and human resources.

The aim of setting up the Unit was to provide high standard emergency and elective neurosurgical care to about half of the population of the island located in the South, thus, decentralizing and avoiding overcrowding the only existing Neurosurgical Unit at SSRN Hospital. It also cuts down on the waiting list and eases rapid evaluation of patients for emergency neurosurgical treatment.

For our team, the challenge is an inspiration and this inspiration is our driving force to work tirelessly, with dedication and commitment to achieve our objective.

The team realized that success depends on embarking onto a pathway of **teamwork, innovation and excellence**. The welfare of patients remains our



focus and all our efforts are aimed at providing the best possible treatment while making the best use of all our resources.

Today, we have a well equipped Neurosurgical Unit which can provide care to patients suffering from a wide variety of pathologies like Brain tumours, Neurotrauma, Spinal pathology, and Paediatric Neurosurgery, with excellent results. Mauritius has proudly joined the group of the few developing countries which can afford to have high standard superspecialised medical care.

# WILLOUGHBY GOVERNMENT SCHOOL

The Willoughby Government School is pleased to be associated with the publication of this souvenir magazine in the context of the Public Service Excellence Award 2008.

Willoughby Government School has played a significant role in providing quality education to the children of Mahebourg and its surroundings. Our aim is to sustain continuous improvement in the quality of education, to promote the overall development of the child and prepare him or her for life.

The Willoughby Government School has a reputation for academic excellence and the outstanding results of the school at CPE level is an important indicator of its success. We are result-oriented and committed to provide services of the highest quality to our customers. All our pupils are inspired to pursue their studies with zest and passion.

Apart from academic pursuit, pupils of Willoughby Government School have achieved remarkable success in co and extra-curricular activities. Classwise meetings are held where pupils' progress and issues affecting the school are discussed with parents. We also encourage community involvement and both PTA and parents provide support services when school activities are held.

Teamwork is encouraged and subcommittees are set up to help in solving problems, addressing priorities and identifying opportunities.

The infrastructure and other amenities have been upgraded considerably to make the school a risk-free institution. Teachers and pupils are given maximum support and facilities in terms of teaching aids and audio visual materials to help in building a conducive atmosphere for effective teaching and learning. Projects to improve the quality of services of the school include among others:

- The setting up of a Multi media room,
- a library room,
- a modern ICT room,
- a Science laboratory,
- a recreational park, and
- complete resurfacing of the school yard.

The publication of the school's first magazine is yet another milestone in the development of the school.

Our nomination in the Excellence Award for Education 2008 in the categories of Best School, Best Teacher and Best PTA, and having won in the Best Head Master category, bear testimony to our unflinching dynamism and commitment towards quality and excellence.

Today, the school has become the centre of attraction in Mahebourg and a reference in the educational sector in Mauritius.





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