

CUSTOMER CHARTER

**Ministry of Civil Service and
Administrative Reforms**

Customer Charter

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Our Vision

- n To create a modern and efficient Public Service, ensure good governance and achieve excellence in the delivery of public services.

Our Mission

- n To be a driver, catalyst and facilitator for the development of effective and efficient human resources in the Civil Service
- n To spearhead administrative reforms to enable the delivery of timely and quality public services.

Our Core Values

We practise and promote the following values: -

- n *Integrity* : we are guided by the highest standards of professional ethics
- n *Innovativeness* : we find new ways of doing things better
- n *Quality* : we are results-oriented and committed to providing services of the highest quality to our customers
- n *Teamwork* : we foster teamwork and sharing of information and resources
- n *Timeliness* : we are responsive and strive to meet targets set

This Charter

Under this Charter we:

- n list down our services
- n set the standards for our services
- n inform where and how you can get information on our services.

ADMINISTRATIVE REFORMS DIVISION (ARD)

The overarching objective of the Administrative Reforms Division is to develop a customer-centric, performance-oriented, and results-based culture in the public service and to encourage the adoption of innovative and improved methods to deliver quality public services.

We aim to achieve this objective through the implementation of the following reform initiatives:

Promotion of Good Governance

Code of Ethics

The ARD undertakes to promote and instill ethical conduct among public officers through sensitisation on the Code of Ethics for Public Officers, which was revised and updated in May 2007. The overall aim is to ensure greater accountability and transparency.

Ethics Online Corner

The ARD further promotes an ethical culture in the public service through the Ethics Online Corner, which has been developed in collaboration with the Independent Commission Against Corruption (ICAC) to act as a focal point on ethics. The website can be accessed at <http://ethicscorner.gov.mu> and from the website of this Ministry at <http://civilservice.gov.mu>

Quality Management Initiatives

Muda Free Public Service

The ARD pledges to uphold a Muda Free Public Service. This initiative aims at identifying, reducing and eliminating 'mudas', i.e. non-value added activities.

A Muda Free exercise will be conducted at Ministries / Departments concerned on request and at a time convenient to all parties.

ISO Certification

We undertake to assist Ministries / Departments to adopt ISO management principles as advocated by the International Standardisation of Organizations (ISO). The application of these ISO principles aims to improve systems and work processes in a consistent manner, help to revisit and re-engineer existing practices, streamline procedures and develop a standardised approach that will result in enhanced productivity and quality delivery.

The ARD entertains requests pertaining to core processes of organizations and provides facilitators to Ministries / Departments embarking on the ISO certification process *within 3 weeks* of the request being made. The ARD undertakes to monitor individual projects so that certification is achieved *within 9 months*.

Quality Customer Care Initiatives

Citizen's/Customer Charter

The ARD provides assistance and guidance to Ministries / Departments for the elaboration and publication of their respective Citizen's/Customer Charters. The aim is to get Ministries/Departments committed to providing timely, efficient and quality public services.

Guidelines for the drafting of Citizen's /Customer Charters are available online at the website of this Ministry at <http://civilservice.gov.mu> or can be made available on request from the ARD (*contact information as per page 22*).

Improvement of Counter/Customer Services

Under this scheme, we endeavour to encourage Ministries / Departments to upgrade their Counter / Customer Services through the adoption of an integrated approach in respect of measures to be taken for a quality public service delivery.

The ARD undertakes to assess requests made under this scheme, effect site visits and make an appropriate reply to applicants *within one month* of requests being submitted.

Guidelines on '*Providing Quality Counter/Customer Services*' have been newly published. This user-friendly publication lists down simple measures to be taken to ensure the delivery of quality public services.

It is also available online at the website of the Ministry at <http://civilservice.gov.mu> or can be made available on request from the ARD (*contact information as per page 22*).

Public Sector Collaborative Research Grant Scheme

This scheme is operated in collaboration with the Mauritius Research Council to promote research and development geared towards improving the efficiency of the public sector. The ARD will inform the applicant organisation of the outcome of its application *within 10 weeks* of submission.

Guidelines for the scheme are available online at the website of this Ministry at <http://civilservice.gov.mu> or can be made available upon request from the ARD (*contact information on page 22*).

Reforms Units in Ministries/Departments

The ARD coordinates administrative reforms in Ministries / Departments through Heads of Reforms Units.

Capacity Building

The ARD will conduct specific workshops and capacity building programmes by high profile local and international experts to expose officers to the latest trends in public sector reforms, develop skills/ expertise and equip them to implement reform initiatives in their respective Ministries/ Departments.

Benchmarking

The ARD benchmarks successful reform initiatives and maintains links with other organizations, at both national and international levels, so as to keep track of latest development in public management practices.

Mystery Shopping

The ARD assists Ministries/Departments to evaluate their service delivery, from the point of view of the customer through Mystery Shopping exercises.

This new initiative highlights and recognizes good practices and identifies weaknesses and areas for improvement. The ARD will further assist Ministries/Departments to address weaknesses spotted through Customised Training Programmes.

Public Service Excellence Award

The ARD has introduced the Public Service Excellence Award (PSEA) in 2006. It aims on an annual basis to honour and recognize those Ministries/Departments or Units/Divisions that have successfully adopted innovative management tools and techniques to improve delivery of public services. By encouraging innovation and excellence, it promotes quality service delivery.

The Brochure detailing guidelines for participation in the Public Service Excellence Award and the Souvenir Magazines for the 2006 and 2007 editions of the Award are available online on the website of this Ministry at <http://civilservice.gov.mu>

Suggestions

The ARD welcomes suggestions for quality improvements in the Civil Service and pledges to acknowledge all suggestions received *within three days*. Meaningful and sound suggestions will be retained for appropriate action and communicated to all concerned.

Information on Reform Initiatives

The ARD may be contacted for information on administrative reforms initiatives undertaken in the Civil Service (*contact information at page 22*). Such information is also available on the website of this Ministry at <http://civilservice.gov.mu>

ADMINISTRATION AND HUMAN RESOURCE MANAGEMENT DIVISION

We are responsible for the implementation of the Performance Management System, Computerisation projects, including the Human Resource Management Information System, the Electronic Attendance System and the Computerised Registry System. We provide internal support services for the implementation of the various activities undertaken by the Ministry, namely human resources, finance, stores, registry, office accommodation, transport and the welfare of staff. This Division is also responsible for the conditions of service governing Public Officers, the examination of Establishment Proposals submitted by Ministries/Departments and carrying out of Manpower Assessment in Ministries/Departments.

Human Resource Management Unit

This Unit is responsible for:

- n the formulation of necessary policies and procedures to ensure uniformity and consistency in Human Resource Management practices in the Civil Service
- n the management of the Human Resource Management Cadre which consists of officers who are responsible for the achievement of human resource management goals and objectives in Ministries/Departments
- n the processing of schemes of service which define the qualifications requirements, the roles and responsibilities of a post in relation to the goals and objectives of a Ministry/Department
- n organisation design and restructure in respect of public sector organisations
- n the monitoring and objective utilisation of the Electronic Attendance System within the public service
- n the introduction and proper usage of the Human Resource Management Information System in the public sector
- n the management of human resources in the public service, including manpower assessment, establishment proposals and the promotion of harmonious employee relations
- n the implementation of the Performance Management System in the public service.

Management of the Human Resource Management Cadre

Officers of the Human Resource Management Cadre ensure the application of human resource principles, the proper implementation of human resource practices, provide feedback and suggest improvements to the existing human resource system.

We will ensure that: -

- n officers in the Human Resource Management Cadre are provided with the necessary information and guidelines through regular meetings and individual contacts
- n letters of offer of appointment/promotion are issued *within a week* after the list of selected candidates is received from the Public Service Commission
- n requests for assignment of higher duties are approved *within 15 days*
- n requests for change in posting from officers are acknowledged within a week and changes are effected within a convenient timeframe depending on the vacancies / requirements of Ministries / Departments
- n induction/foundation courses are mounted *within one month* after each recruitment exercise
- n officers follow appropriate courses as part of their career development.

Performance Management System

We will ensure that:

- n necessary guidance and assistance are provided for the smooth implementation of the Performance Management System
- n the support and collaboration of all stakeholders are obtained through regular consultations
- n bottlenecks and problems impeding its successful execution are resolved at the earliest
- n an environment conducive to its sustainability is promoted.

Schemes of Service

We will examine thoroughly all requests for new schemes of service and requests for revision of existing schemes of service, based on established principles and taking into consideration roles and responsibilities, pertinent skills, competencies and personal attributes required for relevant grades.

We will undertake consultations with Federations of Civil Service Unions, seek the approval of the Public Service Commission and prescribe the schemes of service *within four months*, subject to all particulars being provided to the Ministry.

To assist us in the processing, we request that Ministries / Departments should submit to us:

- n proposed up to date qualifications after consultation with the Tertiary Education Commission, where relevant, along with documentary evidence
- n proposed responsibilities and duties that match the level of the post
- n organizational charts, where appropriate
- n advice, if any, from the Solicitor-General on any legal implication
- n views and comments from Unions
- n early replies to our queries
- n full justification in support of requests for upgrading of qualifications.

Salary Grading / Regrading

We will examine requests for salary grading/regrading, submit them to the Pay Research Bureau and convey decisions to Ministries/Departments *within six weeks* of their receipt.

We require that Ministries/Departments submit full justification in support thereof together with an organizational chart.

Civil Establishment Order

The Civil Establishment Order which is made under section 3(1) of the Civil Establishment Act establishes offices in the Public Service, determines the number of persons to be appointed to such offices and determines the emoluments to be attached to such offices.

The Civil Establishment Order will be prepared and processed *within one month* after the approval of the Budget by the National Assembly.

We expect Ministries / Departments to inform us, immediately after the passing of the Appropriation Bill, of amendments to be reflected in the Civil Establishment Order.

Personnel Management Manual

The Personnel Management Manual (PMM) sets out Human Resource policies, guidelines to assist Supervising Officers with their operational responsibilities to ensure fairness, equity and uniformity in the application and administration of personnel policies, rules and regulations.

We will update the manual *at least once every five years* to ensure that the most recent personnel policy is available for reference.

Manpower Assessment

We undertake to assist Ministries / Departments in carrying out regular manpower assessment exercises to assess whether the manpower requirements match the existing workload and whether staff are employed at the appropriate level.

We require the assistance and collaboration of the relevant Ministries/Departments in those exercises.

Conditions of Service

We are responsible for the conditions of service governing public officers and we undertake to act as a facilitator and monitoring body to ensure that conditions of service are communicated fully and in a timely way and are implemented in a standard and consistent manner across the Civil Service.

Study Leave With/Without Pay

We will examine and process applications for study leave with or without pay and grant establishment clearance in respect of nominations to attend overseas workshops/seminars/conferences and training courses *within one week*, provided all relevant information and documentary evidence as specified in Ministry of Civil Service and Administrative Reforms circulars and as required in the Ministry of Finance and Economic Development

Survey Form for nomination for overseas training mission are submitted in time along with the application. The relevant circular letters are available on the website of this Ministry at <http://civilservice.gov.mu>.

Authenticated documentary evidence of enrolment from the relevant institutions and copy of survey form should be submitted to enable processing.

Leave without pay (other than study)

- n Applications for leave without pay will be approved *within one week*
- n Applications should be submitted on the prescribed form available in the Human Resource Section of the parent Ministry *three weeks* before officers are due to proceed on such leave.

Officers who take up employment outside Government Service should submit the letter of offer of employment / contract and officers accompanying spouse abroad should submit a copy of their marriage certificate.

Employment of persons on contract

We will examine and process cases for the employment of persons on contract *within two weeks* provided necessary clearances have been obtained and CV's together with academic qualifications have been submitted.

Cases of renewal of contract are processed within one week on the recommendation of the Ministry/Department concerned.

Allowances

All requests for duty / ad-hoc / special / responsibility allowances will be dealt *within 15 days*.

Duty-free concessions on vehicles and loans for purchase of vehicles

All cases requiring clarifications regarding eligibility for duty-free concessions on vehicles and loans for the purchase of vehicles will be processed *within 15 days*. Ministries/Departments should submit all requests for allowances/duty free concessions/loans *15 days in advance*.

Award of Incremental Credits

All applications for incremental credits for past experience and for additional qualifications will be approved *within one month*. Applicants should fill in the relevant prescribed forms, submit academic qualifications, evidence of past experience and produce certificate from the Tertiary Education Commission about recognition and equivalence.

General Services

We are responsible for matters relating to appointment, promotion, posting, discipline and retirement of officers in the General Services cadre and will ensure timely processing of all cases.

Recruitment / Posting

Offers of employment are issued *within a week* of receipt of the list of selected candidates from the Public Service Commission. Posting of new recruits is effected on the date the officers report for duty.

Requests for change in posting

All requests for change in posting from officers will be acknowledged *within a week*. However, changes can only be effected depending on the vacancies/requirements of Ministries / Departments.

Appointment

Appointment of officers in a substantive capacity is processed as soon as vacancies occur.

Promotion

Letters of promotion to officers are issued *within a week* after the list of selected candidates is received from the Public Service Commission.

Confirmation

Officers who have completed one year's service are confirmed *within one month* of receipt of recommendation from Supervising Officers.

Vacancies in the Civil Service

Vacancies are advertised in the newspapers and appear on the website of the Public Service Commission at <http://psc.gov.mu>. Application forms can be downloaded from this website or collected from the Public Service Commission, 7, Louis Pasteur Street, Forest Side or at the Enquiry Counter, Ground Floor, Emmanuel Anquetil Building, Port Louis.

Industrial Relations

We undertake to maintain and promote good and harmonious industrial relations within the Civil Service. A consensual approach is adopted to solve any problems arising through consultation, dialogue, mediation and conciliation. We undertake to attend to:

- n disputes *within 21 days*
- n court cases *within a week*
- n representations from unions *within three days* of the receipt of the letter.

We hold regular meetings with Federations of Civil Service Unions.

Uniforms

- n We attend to correspondence relating to uniforms / protective clothing / equipment *within three days*
- n We hold meetings of the Standing Committee on Uniforms to examine requests from Ministries/ Departments for uniforms / protective clothing / equipment as and when required.

Finance Unit

We will process and forward bills/claims for services rendered to the Ministry *within one week* to the Treasury for payment, provided all relevant receipts/invoices are submitted.

Occupational Safety and Health Unit

We guide and assist Ministries/ Departments in promoting a safety culture in the workplace.

Development of a safety and health culture

We undertake to introduce and implement a safety and health management system in workplaces *within six months of request being made.*

Visits to work places

We make regular visits to places of work to ensure that public officers have a healthy and safe work environment and recommend measures to ensure compliance with the provisions of the Occupational Safety and Health Legislation.

Training/Sensitisation

We organise sensitisation campaigns and conduct training sessions as and when required.

Information/Advisory Services

We provide Safety and Health Information and Advisory services to Ministries/Departments on request. *Our contact information is at page 22.*

We undertake to attend to any request / complaint *within three days.*

HUMAN RESOURCE DEVELOPMENT (HRD) DIVISION

Training is an important component of Human Resource Development in so far as capacity building and enhancement of competencies are concerned. This Ministry is responsible for training and staff development, particularly of officers of the General Services Cadre and the Human Resource Management Cadre. The overall objective is to build up a more performing and customer-oriented Civil Service through investment in human capital.

We pledge to: -

- n develop human resources, build capacity and promote work culture
- n ensure that the right training is given to the right person at the right time
- n equip Public Officers with the required knowledge, skills and help them develop the right attitude and mindset
- n provide serving Officers with international exposure in various disciplines
- n sensitize Public Officers on new reform strategies and initiatives
- n provide Public Officers with access to modern, efficient and quality library services
- n establish the necessary infrastructure for imparting continuous training to Public Officers.

The Ministry of Civil Service and Administrative Reforms is responsible for training and staff development at various levels. In this context, the HRD Division organizes training programmes as follows:

General Training

- n In-house training (*Induction/Foundation and Refresher* courses) on request and needs basis
- n Induction Programmes conducted *within six months* following appointment/recruitment
- n Sponsorship for various courses conducted locally and abroad whereby applications are processed *within one month*

- n Award Courses for Officers of the General Services Cadre in collaboration with the Academia, namely the University of Mauritius (UOM) and the University of Technology, Mauritius (UTM) *on a yearly basis.*

Focussed Training

- n Training of Trainers
- n The IC3 Course under the Universal ICT Education Programme (UIEP) - for Officers of the General Services.

Management Development Programmes

- n Training in Leadership & Supervision
- n Training in Writing Skills
- n Training in Project Management
- n Training in Negotiation Skills

Training focusing on Reforms Strategies

- n Training Programmes on the new tools-Performance Management System (PMS), Performance Based Budgeting (PBB), New Public Procurement Act
- n Training of PMS facilitators.

Overseas Training/Mission

- n Scholarships under bilateral and multilateral technical assistance and other schemes.

Courses at the Computer Lab (3rd Floor, Atom House, Royal Street, Port Louis)

Training Programmes on: -

- n Human Resource Management Information System (HRMIS)
- n Computerised Registry System (CRS)
- n PC Troubleshooting and Maintenance (*in-house training*).

Postgraduate Sponsorship Scheme

- n A new Postgraduate scheme was launched on 17 April 2008 to provide Public Officers with the opportunity to undertake higher studies in defined scarcity areas. Such postgraduate courses should be

specialized, focused and directly related to the work of the officers. These courses should also help them to upgrade and enhance their knowledge, skills and competencies to enable them to contribute more effectively in attaining the goals and objectives of their organizations.

Open Distance Learning (ODL)

- n An ODL Course on Customer Care & Quality Management in collaboration with the Mauritius College of the Air (MCA)
- n An ODL Course on Leadership and Supervision (*in the pipeline*).

Demand-driven Courses

- n At the Ministry of Civil Service and Administrative Reforms we also cater for demand-driven courses (on request) and assist other Ministries and Departments in mounting and conducting their own training programmes and at their own premises in line with recommendations made in the Training Needs Analysis Reports of respective Ministries/Departments.

Civil Service Library

We encourage all Public Officers to visit our library and make use of the services which are provided free of charge.

Opening days and hours

Monday to Friday

from 08 45 hrs to 16 00 hrs (*including lunch time*)

We are committed to provide you with:

- n a pleasant environment and quality library services
- n a wide range of easily accessible and retrievable reading materials
- n a list of new acquisitions which is posted each month on the web site of the Ministry
- n helpful and courteous staff.

Our Services

- n We provide audiovisual materials and reading materials, namely books, reports, acts and regulations, government gazettes, journals, periodicals and newspapers

- n We lend books for a period of *three weeks* and periodicals for *five days*
- n We provide e-browsing facilities for search / retrieval of books
- n We provide photocopying services (*up to 5 pages free of charge*) for library materials / documents.

In order to provide an efficient and excellent service, we invite you to register yourself as a member. In this respect, the following documents are needed:

- (i) National Identity Card
- (ii) Payslip for the latest month and
- (iii) two recent passport-sized photographs.

The application for membership will be processed and the Membership Card will be issued *within 3 to 5 working days* from date of receipt of application.

Member's Responsibility

We request you to:

- n return borrowed materials in good condition and by due date, and
- n provide us with your views / suggestions through the library Feedback Form/ Suggestion Register.

Suggestions and Feedback

We aim at continuously providing quality services to our client Ministries /Departments and to Public Officers. Suggestions, queries and feedback may be forwarded directly to the Civil Service Library.

Contact Information

Office	Tel	Fax	email
Permanent Secretary	201 2886 201 2888	212 9528	civser@mail.gov.mu pjhugroo@mail.gov.mu
Administrative Reforms Division	201 1434 201 3452	211 5047	mcsa-arun@mail.gov.mu ahoolass@mail.gov.mu zauladin@mail.gov.mu
Administration and Human Resource Management Division	201 2647 201 3638	212 9528	ssoborun@mail.gov.mu nnamdrame@mail.gov.mu
Human Resource Management Unit	211 9546	212 9528	yramkhelawon@mail.gov.mu
Performance Management System (PMS) secretariat	201 3259 201 2628	212 9528	pmssec@mail.gov.mu skalasopatan-chellen@mail.gov.mu
Schemes of Service	201 3467 201 1494 201 1488	212 9528	prbeeharry@mail.gov.mu rruchchan@mail.gov.mu
Conditions of Service	201 3898 201 2473 201 2637	212 9528	jgunnoo@mail.gov.mu jbeedasse@mail.gov.mu sanundloll@mail.gov.mu
Industrial Relations /Uniforms	213 3787 201 1043	212 9528	prbeeharry@mail.gov.mu arama@mail.gov.mu
Finance	213 3786 208 7664	208 7664	smoothia@mail.gov.mu
Occupational Safety & Health Unit	210 8667 208 8519	210 8667	scoolen@mail.gov.mu
Human Resource Development Division	208 7626 208 7617 208 7619	208 7632	tappadu@mail.gov.mu
Civil Service Library	208 7581 208 7583	208 7594	nsantokhee@mail.gov.mu
Stores	201 2202	201 2598	civser@mail.gov.mu
Registry { open confidential	201 1045 201 1044	210 3815	civser@mail.gov.mu

If you telephone us

- n we will do our best to answer your calls within three rings
- n our staff will be courteous and identify themselves by name/section
- n we will ensure that you are provided with the correct information.

If you write to us

- n we will acknowledge your letters *within five* days of receipt
- n our letters will be clear and easy to understand
- n our replies will indicate the reasons for our decisions.

If you have an appointment with us

- n we will ensure that the appropriate officer receives you *within 10 minutes*
- n we will answer your queries on the spot, but, if we cannot, we will let you know why and when you can expect a reply.

We invite you to visit our website at:

<http://civilservice.gov.mu>

This charter was updated in August 2008 and will be reviewed every two years.

Customer Charter