

## 16.5 WORKING WEEK, FLEXTIME, WORKERS ON SHIFT/ROSTER/STAGGERED HOURS AND OVERTIME

- 16.5.1 This Chapter outlines the main provisions governing the standard working week as well as the normal hours of attendance currently in force in the Public Sector; the flexible hours of attendance; and flexitime. The pattern of working time for workers on shift, roster and staggered hours, overtime and other provisions governing hours of attendance are also highlighted herein.

### Working Week

- 16.5.2 The agreed hours of work in Public Sector Organisations differ from country to country. The current provision governing the standard working week for Public Sector employees in Mauritius are as per the table below:

Group of Employees	Number of Hours per week
Workmen's Group and other manual grades	40 hours
Surveillant	60 hours
Employees working on shift	40 hours or a multiple of 40 hours, where the shift covers a cycle.
Employees working on roster and at staggered hours	Not less than 33¾ hours and not more than 40 hours as specified by Responsible Officers
Employees belonging to Disciplined Forces	As specified by Responsible Officers
All other officers	Between 33¾ hours and 40 hours as specified by the Responsible Officer

- 16.5.3 Public Sector employees may be required to work on either a five-day week or a six-day week basis, depending on the operational needs of the organisation, provided the normal working week is in accordance with current provisions specified in the table above.
- 16.5.4 Shift workers may be required to work on roster or at staggered hours, if the exigencies of the service so require.
- 16.5.5 For this review, no proposal has been made on the working hours of employees of the Public Sector. In comparison to what is obtainable in foreign jurisdictions, where the working hours of Public Sector employees varies from 40 to 45 hours

a week, the present provisions on the standard working week are considered to be still appropriate and require no amendment.

### **Recommendation 1**

**16.5.6 We recommend that the existing provisions governing the Standard Working Week currently in force in the Public Sector, as outlined at paragraphs 16.5.2 to 16.5.4 above, be maintained.**

### **Hours of Attendance for Public Sector Employees**

**16.5.7** The established pattern of work for full-time employees varies from 33¾ hours to 40 hours weekly, while incumbents in the grade of Surveillant, are required to put in 60 hours weekly. The Responsible Officers of Ministries/Departments/Organisations are vested with the authority for setting the commencing and finishing time of work of officers working under their supervision, within the specified hours taking into account the operational needs of their organisations.

**16.5.8** The normal hours of attendance for full-time employees other than those working on shift, roster and at staggered hours as well as for those working in essential services providing a 24-hour coverage are spelt out hereunder:

<b>Category</b>	<b>Days of Work</b>	<b>Duration</b>
Officers working on a five-day week basis	Monday to Friday	0845 to 1600 hours (half hour for lunch)
Officers working on a six-day week basis	Monday to Friday	0900 to 1530 hours (half hour for lunch)
	Saturday	0900 hours to noon
Officers in the Workmen's Group and other manual grades putting in 40 hours weekly	Monday to Friday	0700 to 1515 hours (one hour for lunch)
	Saturday	0700 to 1045 hours

### **Recommendation 2**

**16.5.9 We recommend that Responsible Officers of Ministries/Departments/Organisations should continue to specify the working hours of employees working under their supervision, taking into consideration the operational needs of their organisations.**

**Flexible Hours of Attendance and Flexible Working Arrangement**

- 16.5.10 In past Reports, the Bureau laid emphasis on the adoption of Flexible Hours of Attendance (FHA) and Flexible Working Arrangement (FWA) in the Public Service subject to demand and proper consultations with the staff side; availability of resources; and approval of the Ministry of Public Service and Administrative Reforms (MPSAR). In the context of the 2021 PRB Report, the Bureau standardised and/or enhanced the provision governing FHA and FWA, to the extent possible.
- 16.5.11 During consultations, stakeholders apprised that recommendations made in the last Report concerning FHA and FWA were not being properly implemented in organisations; employees in various organisations willing to benefit from either FHA and FWA were denied same; and it was unfair that lateness was being deducted from Vacation Leave entitlement though some officers' had unutilised Casual Leave due to work exigencies. Federations and Unions also requested that FHA be extended to employees of the Workmen's Group.
- 16.5.12 The MPSAR on its side submitted that it had implemented FWA at its level but in October 2023, it decided to revert to FHA. The Ministry further informed that it carried out a survey, which revealed that as at date, 46 Ministries/Departments are implementing FHA, while 10 are implementing FWA. Moreover, 18 organisations are neither implementing FHA nor FWA and, hence, the officers are not getting the opportunity to accumulate early arrivals in bank or replace late arrivals. On the basis of data obtained, the Ministry was of the view that there cannot be three different schemes and has, therefore, proposed for only one scheme to prevail.
- 16.5.13 Upon examination of the submission of the MPSAR, it was observed that: the reasons as to why organisations were not implementing either FHA or FWA were not highlighted; information pertaining to the problems being encountered with the implementation of three schemes have not been submitted; and the Ministry did not provide conclusive evidence that a homogeneous scheme, as proposed, will fit all organisations in terms of operational requirements, more particularly in terms of business hours of the organisation and availability of adequate resources. Based on the foregoing, the Bureau considers that the proposal of the MPSAR to have only one scheme incorporating Standard Working Arrangement for those organisations not having human resources to implement same, might not be feasible. The Bureau is, however, retaining the proposal of the Ministry for the provision of revised and enhanced bandwidths for FWA.

## **Survey on Flexible Hours of Attendance and Flexible Working Arrangement in the Public Sector**

- 16.5.14 The Bureau conducted a survey across the Public Sector to gauge the extent to which the recommendations regarding FHA and FWA were being implemented and also to avail of suggestions for further improvement. The objectives of the Survey were geared towards providing remedial solutions to improve the attendance pattern of public officers for enhanced service delivery. Survey Questionnaires were issued in February 2025. The closing date which was set for February 2025 was subsequently extended to June 2025. The response rate for the Civil Service was 68.60% including RRA; 60.63% for Parastatal Bodies and 50% for Local Authorities.

### **Findings of the Survey**

- 16.5.15 The survey indicates that 87.4% of organisations follow a five-day workweek, 6.3% adhere to a six-day workweek, and 6.3% implement both five-day and six-day workweeks. As regards electronic attendance, 83.46 % of organisations are using same. The survey results have revealed that based on operational requirement, FHA has been adopted by 44.88%, in contrast to 23.62% where FWA is in operation.
- 16.5.16 As per the survey findings, in certain organisations neither FHA nor FWA could be applied in view of their specificities, particularly those providing services directly to citizens. Additionally, most of the problems encountered by organisations where either FHA or FWA has been implemented, were of administrative nature. For instance, organisations have, amongst others, reported issues related to lack of supervision during early arrivals and late departures; abuse of time-off facilities; and allocation of specific duties to officers when allowed to reimburse their late arrivals.
- 16.5.17 It was also noted through the findings that FHA and FWA could be extended to employees of the Workmen's Group in certain organisations, while others are of the opinion that applying these provisions could potentially disrupt the smooth functioning of the organisation in view of their nature of work.

### **Observations**

- 16.5.18 Based on the submissions received and the survey findings, the Bureau considers that the provisions relating to both the FWA and the FHA are still valid. Further, the Bureau holds that Responsible Officers of Ministries/ Departments/Organisations are in a better position to determine, whether FHA and/or FWA can be properly implemented in their organisation, based on operational needs and availability of relevant resources.
- 16.5.19 For this review, while maintaining certain existing provisions, recommendation has been made to extend FHA to employees of the Workmen's Group. As regards FWA, the proposals of the MPSAR have been taken on board. Additionally, appropriate recommendation has been made for the deduction of

lateness at the end of the year, against unutilised Casual Leave with adjustment to Vacation Leave balance, though an officer has, at the beginning of the year, opted for such deduction to be made from his Vacation Leave entitlement.

### Recommendation 3

**16.5.20 We recommend that, subject to the operational needs of the organisation, Responsible Officers of Ministries/Departments/Organisations should consider the advisability of implementing:**

#### **EITHER**

(i) the Flexible Hours of Attendance as per ensuing table for officers operating on a five-day week basis and six-day week basis (except for Supervising Officers in charge of Ministries and Heads of Ministries/ Departments/ Organisations, officers of the Disciplined Forces, Educational Sector and employees working on shift, roster and staggered hours), as well as employees in the Office Auxiliary Cadre and Workmen's Group:

<b>Flexible Hours of Attendance</b>	
<b>Officers operating on a five-day week basis</b>	
<b>Working Hours</b>	<b>Remarks</b>
8.45 a.m - 4.00 p.m  (Core hours: 9.15 a.m to 3.45 p.m, with half an hour for lunch)	Early arrival from 8.30 a.m up to 8.45 a.m be accumulated on a monthly basis.  Arrival time between 8.45 am up to 9.15 a.m should not be considered as lateness provided the standard working week is adhered to.  Late arrivals and lateness that is, arrival after 9.15 a.m may be reimbursed, subject to the approval of the Responsible/ Supervising Officer by working up to 4.30 p.m.  Departure time as from 3.45 p.m would be allowed, subject to exigencies of the service.
<b>Officers operating on six-day week basis</b>	
<b>Working Hours</b>	<b>Remarks</b>
Weekdays: 9.00 a.m - 3.30 p.m (Core hours: 9.30 a.m to 3.15 p.m, with half an hour for lunch)	Early arrival from 8.45 a.m up to 9.00 a.m be accumulated on a monthly basis. Arrival time between 9.00 am up to 9.30 a.m should not be considered as lateness

<b>Flexible Hours of Attendance</b>	
<b>Officers operating on a five-day week basis</b>	
<b>Working Hours</b>	<b>Remarks</b>
<b>Saturday: 9.00 a.m – Noon</b>	<p>provided the standard working week is adhered to.</p> <p>Late arrivals and lateness that is, arrival after 9.30 a.m may be reimbursed, subject to the approval of the Responsible/ Supervising Officer by working up to 4.00 p.m.</p> <p>Departure time as from 3.15 p.m on week days and 11.45 a.m on Saturdays would be allowed, subject to exigencies of the service.</p>
<b>Office Auxiliary Cadre</b>	
<b>Working Hours</b>	<b>Remarks</b>
8.00 a.m to 4.30 p.m (Core hours: 8.30 a.m to 4.15 p.m, with half hour for lunch)	<p>Early arrival from 7.45 a.m up to 8.00 a.m be accumulated on a monthly basis.</p> <p>Arrival time between 8.00 am up to 8.30 a.m should not be considered as lateness provided the standard working week is adhered to.</p> <p>Late arrivals and lateness that is, arrival after 8.30 a.m may be reimbursed, subject to the approval of the Responsible/ Supervising Officer by working up to 5.00 p.m.</p> <p>Departure time as from 4.15 p.m would be allowed, subject to exigencies of the service.</p>
<b>Employees in the Workmen's Group</b>	
<b>Working Hours</b>	<b>Remarks</b>
Weekdays: 7.00 a.m - 3.15 p.m (Core hours: 7.30 a.m to 3.00 p.m, with one hour for lunch)  Saturday: 7.00 a.m – 10.45 a.m	<p>Early arrival from 6.45 a.m up to 7.00 a.m be accumulated on a monthly basis.</p> <p>Arrival time between 7.00 am up to 7.30 a.m should not be considered as lateness provided the standard working week is adhered to.</p> <p>Late arrivals and lateness that is, arrival after 7.30 a.m may be reimbursed, subject to the approval of the Responsible/ Supervising Officer by working up to 3.45 p.m.</p> <p>Departure time as from 3.00 p.m on week days and 10.30 a.m on Saturdays would be allowed, subject to exigencies of the service.</p>

**OR**

- (ii) the Flexible Working Arrangement for officers operating on a five-day week basis (except for Supervising Officers in charge of Ministries and Heads of Ministries/Departments/Organisations, officers of the Disciplined Forces, Educational Sector and employees working on shift, roster and staggered hours) as follows:

- (a) A bandwidth ranging between 8.30 a.m to 4.45 p.m for officers other than employees of the Office Auxiliary Cadre with the core working hours being 9.30 a.m to 3.30 p.m, and the time slots are detailed in the table below:

Flexible Working Arrangement		
Officers other than employees of the Office Auxiliary Cadre		
Slot	Working Hours	Remarks
1.	8.30 a.m to 3.45 p.m	<p>Early arrival from 8.15 a.m up to 8.30 a.m be accumulated on a monthly basis.</p> <p>Arrival time between 8.30 a.m up to 9.00 a.m should not be considered as lateness provided the standard working week is adhered to.</p> <p>Late arrivals and lateness that is, arrival after 9.00 a.m may be reimbursed, subject to the approval of the Responsible/ Supervising Officer by working up to 4.15 p.m.</p> <p>Departure time as from 3.30 p.m would be allowed, subject to exigencies of the service.</p>
2.	8.45 a.m to 4.00 p.m.	<p>Early arrival from 8.30 a.m up to 8.45 a.m be accumulated on a monthly basis.</p> <p>Arrival time between 8.45 am up to 9.15 a.m should not be considered as lateness provided the standard working week is adhered to.</p> <p>Late arrivals and lateness that is, arrival after 9.15 a.m may be reimbursed, subject to the approval of the Responsible/ Supervising Officer by working up to 4.30 p.m.</p>

<b>Flexible Working Arrangement</b>		
<b>Officers other than employees of the Office Auxiliary Cadre</b>		
<b>Slot</b>	<b>Working Hours</b>	<b>Remarks</b>
		Departure time as from 3.45 p.m would be allowed, subject to exigencies of the service.
3.	9.00 a.m to 4.15 p.m	<p>Early arrival from 8.45 a.m up to 9.00 a.m be accumulated on a monthly basis.</p> <p>Arrival time between 9.00 am up to 9.30 a.m should not be considered as lateness provided the standard working week is adhered to.</p> <p>Late arrivals and lateness that is, arrival after 9.30 a.m may be reimbursed, subject to the approval of the Responsible/Supervising Officer by working up to 4.45 p.m.</p> <p>Departure time as from 4.00 p.m would be allowed, subject to exigencies of the service.</p>
4.	9.15 a.m to 4.30 p.m	<p>Early arrival from 9.00 a.m up to 9.15 a.m be accumulated on a monthly basis.</p> <p>Arrival time between 9.15 a.m up to 9.45 a.m should not be considered as lateness provided the standard working week is adhered to.</p> <p>Late arrivals and lateness that is, arrival after 9.45 a.m may be reimbursed subject to the approval of the Responsible/Supervising Officer by working up to 4.45 p.m.</p> <p>Departure time as from 4.15 p.m would be allowed, subject to exigencies of the service.</p>
5.	9.30 a.m to 4.45 p.m	<p>Early arrival from 9.15 a.m up to 9.30 a.m be accumulated on a monthly basis.</p> <p>Departure time as from 4.30 p.m would be allowed, subject to exigencies of the service.</p>

- (b) A bandwidth ranging between 7.45 a.m to 5.00 p.m for employees of the Office Auxiliary Cadre with core hours being 8.30 a.m to 4.00 p.m and the time slots are detailed in the table below:

Flexible Working Arrangement		
Office Auxiliary Cadre		
Slot	Working Hours	Remarks
1.	7.45 a.m to 4.15 p.m	<p>Early arrival from 7.30 a.m up to 7.45 a.m be accumulated on a monthly basis.</p> <p>Arrival time between 7.45 a.m up to 8.15 a.m should not be considered as lateness provided the standard working week is adhered to.</p> <p>Late arrivals and lateness that is, arrival after 8.15 a.m may be reimbursed, subject to the approval of the Responsible/Supervising Officer by working up to 4.45 p.m.</p> <p>Departure time as from 4.00 p.m would be allowed, subject to exigencies of the service.</p>
2.	8.00 a.m to 4.30 p.m	<p>Early arrival from 7.45 a.m up to 8.00 a.m be accumulated on a monthly basis.</p> <p>Arrival time between 8.00 a.m up to 8.30 a.m should not be considered as lateness provided the standard working week is adhered to.</p> <p>Late arrivals and lateness that is, arrival after 8.30 a.m may be reimbursed, subject to the approval of the Responsible/Supervising Officer by working up to 5.00 p.m.</p> <p>Departure time as from 4.15 p.m would be allowed, subject to exigencies of the service.</p>
3.	8.15 a.m to 4.45 p.m	<p>Early arrival from 8.00 a.m up to 8.15 a.m be accumulated on a monthly basis.</p>

Flexible Working Arrangement		
Office Auxiliary Cadre		
Slot	Working Hours	Remarks
		<p>Arrival time between 8.15 am up to 8.30 a.m should not be considered as lateness provided the standard working week is adhered to.</p> <p>Late arrivals and lateness that is, arrival after 8.30 a.m may be reimbursed, subject to the approval of the Responsible/Supervising Officer by working up to 5.00 p.m.</p> <p>Departure time as from 4.30 p.m would be allowed, subject to exigencies of the service.</p>
4.	8.30 a.m to 5.00 p.m	<p>Early arrival from 8.15 a.m up to 8.30 a.m be accumulated on a monthly basis.</p> <p>Departure time as from 4.45 p.m would be allowed, subject to exigencies of the service.</p>

**16.5.21 We also recommend that:**

- (i) the option for a time slot should be made in consultation with the Head of Section and approved by the Responsible/Supervising Officer; and
- (ii) Responsible/Supervising Officers should at their discretion, and subject to being satisfied with the genuineness of a request, allow for change in time slot opted by an employee.

**16.5.22 We further recommend that Organisations implementing the Flexible Hours of Attendance and the Flexible Working Arrangement should:**

- (i) ensure that there is adequate office coverage during official hours (that is maintain core hours) so that customer service is not affected by the pattern of work attendance. Employees may work beyond the official hours if required by Management, based on exigencies of the service;
- (ii) keep an account of late/early arrivals in respect of each officer on a daily basis in an Excess hours of attendance bank;

- (iii) allow the officers to accumulate early arrivals, not exceeding 15 minutes per day in the Excess hours of attendance bank on a monthly basis which will lapse automatically, if not availed of, after a period of three months;
- (iv) deduct, in the first instance, late arrivals from the Excess hours of attendance bank on a monthly basis. If the officer does not have any excess accumulated hours in bank, late arrivals should be deducted from either the officers' vacation leave entitlement or casual leave entitlement. The option to deduct late arrivals from either vacation or casual leave entitlements should be exercised by officers at the beginning of each calendar year and is irrevocable;
- (v) ensure that late arrivals are reimbursed within the same month, failing which same will be considered as lateness; and
- (vi) notwithstanding the provision at paragraph 16.5.22 (iv) above, though an officer has opted for lateness to be deducted from his vacation leave entitlement at the beginning of the year, readjust his Vacation Leave entitlement by deducting for lateness from the officer's balance of unutilised Casual Leave at the end of the calendar year, provided the officer is not eligible for payment of unutilised Casual Leaves.

**16.5.23 Other provisions governing Flexible Hours of Attendance and Flexible Working Arrangement should be as follows:**

- A. Officers may be granted a maximum of 3½ hours per month against the corresponding excess hours accumulated in the Excess hours of attendance bank, subject to exigencies of the service, provided that the hours of lateness, if any, have already been offset.
- B. Officers who opt to attend work for more than the normal contractual weekly hours of work as listed at paragraph 16.5.2, shall not be eligible for overtime, but shall be governed by the provisions as at paragraph E below.
- C. Lateness cannot be reimbursed by provisions other than those specified at paragraph 16.5.20, except for senior officers who are neither eligible for overtime nor for Extra Duty Allowance in lieu of overtime.
- D. (i) Persistent lateness and absences without authorisation during working time and excess time taken for lunch should be deducted from Vacation Leave entitlement or Casual Leave entitlement as opted by the officer at the beginning of each year. Regulation 42(1) (c) of the PSC Regulations should be applied in case of regular defaulters/habitual late comers.

- (ii) For the sake of uniformity in the flexible pattern of work, habitual latecomers are characterised as those officers who:
  - (a) attend work regularly 30 minutes after the scheduled arrival time; and
  - (b) have opted for a particular time slot in the flexible pattern of work and attend work regularly at hours classified as lateness therein;

for at least five days per month over a period of three consecutive months.

- (iii) Lateness for reasons beyond individual control, for example, heavy rainfall, major road accidents, unusual traffic jam, etc., officially reported to a Supervising Officer where several officers are involved, may not be considered as lateness for that day, subject to his approval.
- (iv) For officers not eligible for overtime payment and Extra Duty Allowance and who are required to work regularly beyond 4.00 p.m., (on five-day week basis) and beyond 3.30 p.m. (on six-day week basis), attendance after 9.15 a.m. (on five-day week basis) and 9.30 a.m. (on six-day week basis) should not be considered as lateness, subject to the approval of the Responsible/Supervising Officer under the Flexible Hours of Attendance. This provision is also applicable to: officers who have opted for the time slots under the Flexible Working Arrangement; and officers who have been granted permission for homeworking based on completion of allocated assignments.

- E. The normal contractual weekly hours of work should remain unchanged. Officers working on a five-day week basis, that is, 8.45 a.m. to 4.00 p.m. (half an hour for lunch) and officers working on a six-day week basis, that is, 9.00 a.m. to 3.30 p.m. (half an hour for lunch) should be allowed to maintain the present pattern. This provision should also apply to officers mentioned at sub-paragraph B above.
- F. For officers required to provide a 24-hour service in the Health Sector, whether on shift or not, the normal attendance hours in force as at 31 December 2025 are maintained. Management shall continue to be responsible for the working hours of officers in the Health Sector.
- G. Management shall continue to be responsible for establishing the working hours of the teaching profession.

- H. Notwithstanding the above provisions, where flexible pattern of attendance is not feasible, particularly on sites outside the capital, Management may continue to operate on the system prevailing as at 31 December 2025, subject to the approval of the Responsible/Supervising Officer. In such cases, lateness and absences during working time without authorisation would be deducted either from the officer's Vacation Leave entitlement or casual leave entitlement as opted by the officer at the beginning of each year. However, in case there is no improvement in the officer's record of late attendance and the excess time taken for lunch, the Responsible Officer may then initiate action, under Regulation 42(1)(c) of the PSC Regulations, for the duration of lateness to be deducted from the officer's salary.
- I. Officers working on shift, roster and at staggered hours should continue to work within the prescribed time. Period of late attendance, excess time taken for lunch and absences from offices without authorisation should be deducted from either the officer's Vacation Leave entitlement or Casual Leave entitlement as opted by the officer at the beginning of each year. All cases of persistent lateness should be dealt with in accordance with Regulation 42(1)(c) of the PSC Regulations.
- J. For employees in the Workmen's Group working within the prescribed hours, the Human Resource Section of Ministries/Departments/Organisations should devise a mechanism to monitor the Pattern of Attendance at different sites of work. Lateness, in occasional cases, for employees belonging to the Workmen's Group, should be offset against early arrival while cases of persistent lateness should be dealt with in accordance with provisions of sub-paragraph D above.
- K. With a view to ensuring a close monitoring of the time of arrival and departure, as well as absence from office during office hours, Ministries/Departments/Organisations should expedite matters for the introduction of an electronic attendance system wherever same has not been put in place so far.
- L. The onus for deciding whether Flexible Pattern of Attendance would be applicable for officers working at staggered hours rests upon the Responsible/Supervising Officer.

## Homeworking

- 16.5.24 Since 2008 Report, the Bureau has been advocating the concept of work from home. Supervising/ Responsible Officers of Ministries/ Departments/ Organisations were encouraged to allow officers particularly at professional level and above, to work from home where demand exists and resources permit, for assignments that are project-based with verifiable performance indicators and for which there can be no disagreement on what is needed for the target to be achieved.
- 16.5.25 Amidst the COVID-19 Pandemic, the Work-From-Home (WFH) Scheme has become part of the “new normal” working culture required to ensure resilience and Business Continuity in the Public Service. In this context, a WFH Protocol has been developed by the UNDP Consultant, Price Waterhouse Coopers Limited with the aim to support the Government by laying the foundation for an enhanced public sector productivity by not only strengthening the public administration of today but also building resilience for tomorrow.
- 16.5.26 Accordingly, Circular Letter No. 32 of 2020 was issued by the then Ministry of Public Service, Administrative and Institutional Reforms, providing the framework of the WFH Scheme, *inter alia*, mentioning the way to apply/implement work from home, the hours of work, attendance and availability for work, facilities for the operationalisation of the scheme, performance management and use of government property. In addition, the 2021 PRB Report also made provision for the adoption of compressed workweek in case of *force majeure*.
- 16.5.27 The Bureau considers that the concept of WFH is an integral part of the “new normal” and may in future continue to ensuring Business Continuity in case of similar occurrences as the COVID-19 Pandemic. Hence, the Bureau is maintaining the WFH Protocol and relevant recommendations of the 2021 PRB Report.

## Recommendation 4

- 16.5.28 **We recommend that, except for essential services, Responsible/ Supervising Officers:**
- (a) **should, as part of their Business Continuity Plan in case of *force majeure*, make appropriate arrangements for the implementation of the Work From Home Protocol as per MPSAIR’s Circular Letter No. 14 of 2021, at the level of their Ministry/Department and Local Authorities/Parastatal Bodies falling under their purview;**
  - (b) **may, for assignments that are project-based with verifiable performance indicators and for which there can be no disagreement on what is needed for the target to be achieved, continue to allow officers, particularly at the level of professional and above to Work from Home on certain assignment where demand exists and**

resources permit, provided the Work From Home Protocol is adhered to;

- (c) may, in the event of a *force majeure*, consider the advisability of adopting the concept of four-day (compressed) workweek, provided the relevant working week of 33¾ or 40 hours is complied with, as stipulated at paragraph 16.5.2 of this Chapter. The four-day workweek should be a combination of any four-day workdays while ensuring that there are employees reporting the whole workweek; and
- (d) should consider the gradual transition from desktop PCs to laptops, acquisition of relevant software and provision of necessary tools and equipment as well as training to staff, as a readiness measure to ensure Business Continuity in case of *force majeure*.

**16.5.29** We further recommend that the Work From Home Steering Committee set up under the *aegis* of the MPSAR should:

- (a) in consultation with Responsible/Supervising Officers of organisations where the Work from Home Scheme has not been implemented, identify whether same could be rolled out in their institution as part of their Business Continuity Plan and provide appropriate guidance and advice thereon; and
- (b) in consultation with the PRB, determine/review the quantum of Telephone and Internet Allowances that need to be paid to eligible officers in the Work from Home Scheme.

### **Flexible/Hybrid Working**

**16.5.30** During the COVID-19 Pandemic, many organisations had to quickly shift to remote environments and/or adopt other alternative modes of working pattern and concepts such as Skeleton Workforce, Staggered Working Hours and Four-day (compressed) Workweek to ensure Business Continuity. Certain organisations adopted compressed workweek which involves working hours being scheduled over fewer than normal working days, resulting in longer working days each week. The compressed workweek system usually extends the working day to beyond eight hours or daily prescribed hours, but reduces the number of consecutive days worked to less than five. Other organisations have applied hybrid working practices whereby employees work partly in the physical workplace and partly remotely, that is, either from home or from another workplace.

**16.5.31** Studies carried out internationally, have revealed that there has been an increase in requests from both employers and employees for the adoption of compressed workweek and/or hybrid working in certain sectors. The Bureau considers that flexible/hybrid working modes may be beneficial to both

employees and employers in terms of ensuring business continuity, particularly in case of *force majeure* as well as improving the work life balance of employees. **To this end, the MPSAR may consider developing a framework for flexible/hybrid working mode to cater for organisations where demand exist and resources permit.**

## Definitions

- 16.5.32 **Shift work** is a flexible working arrangement for a 24-hour coverage where one employee replaces another or where different group of workers do the same job one after another and whereby workers normally work 40 hours weekly, or an average of 40 hours weekly in a cycle. These workers work in relays on a 24-hour basis including invariably, night duty and work on Sundays and public holidays.
- 16.5.33 **Workers operating on a roster basis** do not work on a 24-hour basis but according to a structured pattern of work specifying the starting times and finishing times of turns of duty which may or may not include night duty. **Workers operating on roster (day)** are those whose turn of duty starts either at or after 4.00 a.m. or goes up to 8.00 p.m. **Workers operating on roster (day and night)** are those whose turn of duty may start either before 4.00 a.m. or extend beyond 8.00 p.m.
- 16.5.34 **Workers categorised as working at staggered hours** work normal hours but are called upon to work, on a regular basis, at irregular hours including Saturdays and Sundays against time-off during their normal working hours. It is a way of covering a longer day.
- 16.5.35 **Night work** means work which is performed during a period of not less than seven consecutive hours, including the interval from 11.00 p.m to 5.00 a.m.

## Workers on Shift, Roster and Staggered Hours

- 16.5.36 At present, workers on shift, roster and staggered hours are governed by special provisions regarding, *inter alia*, work on Public Holidays and the different forms of compensation.
- 16.5.37 Due to their pattern of work, these workers are granted additional compensation which is considered in salary determination unless it coincides with a proclaimed Public Holiday. To enable employees working on shift, roster and staggered hours to meet their requirement of the standard working week, in terms of hours of work, work on Sunday is considered as a normal shift/roster.
- 16.5.38 The current provisions applicable to such employees are still valid and are being maintained.

**Recommendation 5**

**16.5.39** We recommend that workers operating on shift, roster and staggered hours should continue to be governed by the following provisions:

- A.** An additional day off should be given to workers on shift and workers employed on a roster basis whose day off coincides with a Public Holiday. Those who work on a Public Holiday should be granted two days off.
- B.** Workers on shift and workers on roster who cannot be granted days off as per provision at paragraph 'A' above should be paid as follows:
  - (i) one day's pay for a day off coinciding with a Public Holiday; and
  - (ii) two days' pay for actually working a whole shift/roster on a Public Holiday.
- C.** When a shift or roster covers part of a Public Holiday and part of a normal working day, officers working on that shift or roster should be granted:
  - (i) no compensation for working less than one hour on a Public Holiday;
  - (ii) half day off or half day's pay for working more than one hour and less than four hours on a Public Holiday;
  - (iii) one day's off or one day's pay for working more than four hours and less than eight hours on a Public Holiday or the officer may accrue one additional day of casual leave;
  - (iv) two days' off or two days' pay whenever they work eight hours or more on a Public Holiday or the officer may accrue two additional days of casual leave; and
  - (v) a maximum of three days off or three days' pay for working for a continuous period of 24 hours spread over two consecutive Public Holidays or the accrual of three additional days of casual leave.
- D.** The maximum accrual of additional casual leave should be five days which should be availed within the same year. The computation for such leave accruals is kept separate from any other form of leave.
- E.** Days off granted for work performed on a Public Holiday and in respect of days off coinciding with a Public Holiday, should be considered as approved leave for the purpose of computation of overtime.

- F. Workers should be allowed to exchange shifts or rostered days off by mutual agreement and with the consent of their supervisors, provided that such an arrangement does not give any employee an entitlement to the payment of overtime.
- G. The normal entitlement of sick/casual leave of all shift workers should be converted into the corresponding number of hours, on the basis of one day being equal to eight hours' work. For absence on any shift, the exact number of hours the shift worker was scheduled to work should be deducted from his sick/casual leave entitlement. However, the officer may be given the option to reimburse by working additionally the number of hours in excess of the eight hours, in lieu.
- H. Shift schedules must, as far as possible, ensure that:
- (i) shift starts or ends at times which would be convenient to both Management and employees in the interest of the service;
  - (ii) public transport is/would be available within a reasonable time; and
  - (iii) unduly long shifts, without lying-in period be avoided.
- I. For shift involving night work, the following measures must be ensured:
- (i) two consecutive full time shifts should not be performed by the same shift workers, except in unavoidable circumstances;
  - (ii) as far as possible, a rest period of at least 11 hours between two shifts should be guaranteed, except for disciplined forces; and
  - (iii) employees do not permanently work on night shifts.
- J. One day's pay in respect of workers on shift/roster/staggered hours should be equivalent to eight times the hourly rate.

$$\text{Hourly rate} = \frac{\text{Annual salary for the financial year}}{52 \times 40}$$

16.5.40 In addition to the above provisions, as per Circular Letter No. 25 of 2024 of the MPSAR, as from 01 January 2024 and pending the publication of the 2026 PRB Report, public officers working on a shift/roster basis and whose shift/roster falls on a Sunday, are eligible for additional compensation, as recommended at paragraph 16.5.52B(ii) and paragraph 16.5.52C of the 2021 PRB Report, based on the number of hours put in.

- 16.5.41 For this Report, the Bureau has received numerous representations from the staff side that the implementation of the provision of the abovementioned Circular Letter has created disparities in the remuneration of employees who effectively work on Sundays, but are not categorised as shift or roster workers, as well as those who are remunerated at overtime or hourly rates. Further, the Ministry of Finance drew our attention on a perceived misinterpretation of the original intent of the measure enunciated in the said Circular Letter and consequently requested the Bureau to look into the matter in the context of this review. This issue has been dealt with in Chapter 21 of this Volume.

### **Compensation for Shift Work/Roster/Staggered Hours**

- 16.5.42 The compensation for workers operating on shift/roster/staggered hours has been made in their respective salary, unless otherwise specified.
- 16.5.43 The Bureau reiterates that Management should ensure regular rotation of such categories of staff in a spirit of equity to all employees. In addition, the following provisions applicable for workers operating on shift/roster/staggered hours are being maintained:
- (a) A Night Shift Allowance is paid to all those shift workers who effectively perform night shift; that is, those effectively working the hours of 11.00 p.m up to 5.00 a.m.
  - (b) For shift work performed at night, incumbents are granted a pay supplement.
  - (c) Night shift workers are eligible for the following special provisions:
    - (i) employees not falling in areas of high turnover/scarcity who have completed 25 years on shift work may be given special consideration with respect to posting of day work, if available, subject to the exigencies of the service;
    - (ii) shift workers aged 50 years or more, who have worked as night shift workers for 25 years or more, may be given special consideration with respect to opportunities for voluntary early or phased retirement, subject to the exigencies of the service; and
    - (iii) night shift workers drawing Overtime Allowances or any other allowance for work performed between 11.00 p.m. and 5.00 a.m. should not be paid the night shift allowance.

### **Recommendation 6**

- 16.5.44 **We recommend that the compensation measures enunciated in the above paragraph should continue to prevail for officers operating on Shift/Roster pattern of Work or at Staggered Hours.**

16.5.45 For this review exercise, the Bureau has been apprised that certain officers effectively working at night from 11.00 p.m to 05.00 a.m are not eligible for the Night Shift Allowance based on the fact that either they are not categorised as workers working on shift/roster or staggered hours or organisations have not implemented shift/roster or staggered pattern of work due to lack of staff complement. In the given circumstances, request has been made for the Bureau to address this issue. After examination and in a spirit of equity and fairness, we are making an appropriate recommendation.

### **Recommendation 7**

**16.5.46 Notwithstanding the provision at paragraph 16.5.43(c)(iii), we recommend that employees who are effectively working at night between 2300 hours and 0500 hours, but not classified as operating on shift/roster/staggered hours and who are either eligible for Overtime Allowance or remunerated at an hourly rate, should be entitled to a Night Duty Allowance equivalent to 25% of the normal rate per hour for hours between 2300 and 0500, including up to a maximum of two hours lying-in period.**

### **Overtime Allowance**

16.5.47 Overtime work is work undertaken over and beyond an employee's normal working hours. Currently, employees who work beyond their normal working day are compensated for the extra hours either through overtime payment or compensatory time (equivalent time off).

### **General Principles**

- 16.5.48 The general principles governing overtime in the public sector are as follows:
- (a) Overtime work should be kept to a minimum and should only be undertaken when unavoidable.
  - (b) Overtime work may be compensated by either payment or time-off.
  - (c) Employees should not work overtime unless specifically requested to do so by their supervisors in the interest of the service.
  - (d) Senior officers of certain levels are not eligible for the payment of overtime.
  - (e) Overtime must be authorised in advance. Records should be kept of the work performed during an overtime period, that is, the actual times at which an officer commences and ceases to work overtime.

**Eligibility for Overtime**

- 16.5.49 Employees, except those in the grade of Surveillant, qualify for overtime payment after having performed more than 40 hours' work in a week, while. Surveillants qualify for same after working for more than 60 hours.
- 16.5.50 Employees falling under the category of all other officers as specified in paragraph 16.5.2 and who normally put in less than 40 hours weekly, are paid overtime allowance for any work done in excess of their normal hours between 33  $\frac{3}{4}$  and 40 hours, provided they work in excess of 40 hours in a week.
- 16.5.51 Employees who normally put in less than 40 hours weekly, and who work overtime for a continuous period of over one week, are paid for any work done in excess of their normal hours of work, provided they have worked an average of 40 hours a week during the period of overtime.

**Overtime for Shift Work**

- 16.5.52 The practice regarding overtime for shift workers is as follows:
- (a) a shift worker is not required to perform more than six days' work in a week;
  - (b) a shift worker is not entitled to overtime allowance for any work performed on Sundays and Public Holidays except where such work is performed in excess of the normal hours for the day or such work falls outside his shift;
  - (c) shift workers are paid overtime at approved rates for work in excess of 40 hours in a week, where the shift is of 40 hours weekly; and for work in excess of the appropriate multiple of 40 hours, where the shift covers a cycle; and
  - (d) employees in the grade of Surveillant are paid overtime at approved rates for work in excess of 60 hours in a week.

**Overtime Rates and Computation of Overtime**

- 16.5.53 Overtime allowance is based on the actual number of hours put in and the number of hours which the officer is deemed to have worked, as the case may be. A worker, on approved leave on any working day, is deemed to have put in eight hours of work or the number of hours he should have worked on that day, whichever is less.
- 16.5.54 A non-shift worker is deemed to have put in eight hours of work or the number of hours of work he should normally have worked, whichever is less, in respect of any Public Holiday falling on a weekday. A shift worker, on approved leave on any shift, is deemed to have put in the number of hours he should normally have worked on that shift.

16.5.55 Where an officer performs the duties of a higher office, overtime allowance is computed on the basis of the total emoluments of the officer, inclusive of any Acting or Responsibility Allowance drawn by him.

16.5.56 The computation of the hourly rate for overtime in respect of officers who are performing the duties of a higher office should be

$$\frac{(\text{Monthly Salary} + \text{Responsibility Allowance}) \times 12}{52 \times 33.75 \text{ or } 40 \text{ (as applicable)}}$$

16.5.57 The rates for payment of overtime are presently as follows:

Period	Hourly Rate
Between 6.00 a.m. and 11.00 p.m. on weekdays	1.5 times hourly rate
Between 11.00 p.m. and 6.00 a.m. on weekdays	Twice hourly rate
On Sundays or Public Holidays and officially declared cyclone days	Twice hourly rate

16.5.58 Hourly rates are calculated on the following basis:

- (a) For Workmen's Group including Surveillant and shift workers, workers on roster/staggered hours as well as officers who put in 40 hours of work weekly:

$$\frac{\text{Annual salary for the financial year}}{52 \times 40}$$

- (b) All other workers/officers

$$\frac{\text{Annual salary for the financial year}}{52 \times 33.75}$$

## Recommendation 8

16.5.59 We recommend that all the provisions governing overtime be maintained.

16.5.60 We further recommend that the working week for computation of overtime should be as specified at paragraph 16.5.2.

## Salary Ceiling for Overtime

16.5.61 At present, officers drawing less than Rs 47675 monthly are entitled to payment of overtime allowances. In addition, officers drawing basic salary from Rs 47675 to Rs 62700 monthly, are required to work beyond their normal working hours owing to the nature of their duties for the execution of urgent tasks or for completion of work which cannot be postponed, are paid the hours

of overtime at 80% of the prescribed rate. We are, in this report, maintaining the provision while revising the salary points.

#### **Recommendation 9**

**16.5.62 We recommend that officers drawing basic salary of less than Rs 60600 be eligible for the payment of overtime allowance.**

**16.5.63 We also recommend that officers drawing a basic salary as from Rs 60600 to Rs 77750 monthly, who are required to work beyond their normal working hours owing to the nature of their duties for the execution of urgent tasks or for completion of work which cannot be postponed, should be paid the hours of overtime at 80% of the prescribed rate.**

#### **Authority for Payment of Overtime**

**16.5.64 The authority for the approval and payment of overtime should continue to be as recommended in the ensuing paragraphs.**

#### **Recommendation 10**

**16.5.65 We recommend that Supervising Officers and Officers-in-Charge of Ministries/Departments should continue to approve the payment of overtime allowance at their own level, subject to availability of funds under the appropriate Vote item.**

**16.5.66 We further recommend that, in so doing, they should continue to ensure:**

- (i) that such work is performed only when it is absolutely necessary; is cost-effective; and is authorised in advance; and**
- (ii) strict monitoring of the work on an individual basis to prevent employees from resorting to excessive overtime.**

#### **Overtime Allowance in the Disciplined Forces**

**16.5.67 Officers of the Disciplined Forces (Fire, Police, Prisons) are not eligible for overtime allowance but are paid a Commuted Allowance in connection with special assignments.**

#### **Recommendation 11**

**16.5.68 We recommend that officers of the Disciplined Forces (Fire, Police, Prisons) should be paid a Commuted Allowance in connection with special assignments.**

#### **Additional Provisions governing Overtime**

**16.5.69 At present, officers who are called upon to put in beyond 33 ¾ hours and less than 40 hours weekly on a regular basis and who cannot be granted time-off for the extra hours put-in, are paid at the normal hourly rate provided that the officer put in a minimum of five hours in excess of 33¾ hours weekly.**

- 16.5.70 For this Report, one Federation raised concerns regarding the legality of compensating excess hours worked through time-off and consequently requested that extra hours put in be paid in cash. Based on legal advice obtained on this matter, the current mode of compensation is in order. Furthermore, other Unions/Federations holding differing views have proposed that the grant of time-off in lieu of payment for excess hours worked be maintained. In view of the foregoing, we are maintaining existing provisions while specifying the eligibility criteria.

### **Recommendation 12**

- 16.5.71 We recommend that officers who are called upon to put in beyond 33  $\frac{3}{4}$  hours and less than 40 hours weekly on a regular basis and who cannot be granted equivalent time-off for the extra hours put-in, be paid at the normal hourly rate provided that the officer puts in a minimum of five excess hours weekly or 15 excess hours monthly. However, this provision would not apply to officers working on Shift/Roster/Staggered hours as well as those officers drawing salary point Rs 77750 and above.**

### **Payment of Overtime to Officers Working at Staggered Hours**

- 16.5.72 Specific provision exists for officers who are required, on a regular basis, to put in additional hours of work to cope with the demands of their jobs, for the grant, on application, of equivalent time-off for the extra hours put in. However, where it has not been possible for Management to grant time off to the officers within a period of four consecutive months, they are compensated at the normal hourly rate, subject to putting in a minimum of 15 extra hours in a month.
- 16.5.73 In view of the fact that the above provision has been made in a few Ministries/Departments, staff side has represented that employees working at staggered hours are not being paid overtime although they are regularly required to work in excess of 40 hours weekly and on Public Holidays. After examining the request, the Bureau considers that Management should stand guided by the provisions governing overtime and is recommending accordingly.

### **Recommendation 13**

- 16.5.74 We recommend that, notwithstanding the specific provision made in Volume 2 Part I of this Report in a few Ministries, officers working at staggered hours should be eligible for the payment of overtime, subject to satisfying the provision at paragraphs 16.5.49 and 16.5.57 above.**

### **Compensation for Work Performed on Saturdays**

- 16.5.75 Currently, officers operating on a five-day week basis, who are called upon to work on Saturdays, are granted some form of compensation. Since there have been no representation on the issue, same is being maintained.

**Recommendation 14**

- 16.5.76** We recommend that officers operating on a five-day week basis who are required to work on a Saturday, should, as far as practicable, be granted, in the ensuing week, time-off equivalent to the number of hours put in on that Saturday.

**Remuneration for Employees including those on Shift/Roster effectively working on Officially declared cyclone days and/or during extreme Weather Conditions**

- 16.5.77** Presently workers on shift or roster, eligible for overtime, are remunerated at twice hourly rate for working on officially declared cyclone days and from the time cyclone warning Class III or IV is removed, up to the time the next scheduled officers take over.
- 16.5.78** For this review, both Management and the staff side have submitted that there is need to provide appropriate compensation to those employees who, by the nature of their duties, are called upon to attend/perform work around extreme weather conditions, particularly, where an order has been issued by the National Crisis Committee requiring a person to remain indoors during a period of heavy or torrential rain and a situation where a safety bulletin has been issued by the Mauritius Meteorological Services. After studying the issue, the Bureau is making appropriate recommendations.

**Recommendation 15**

- 16.5.79** We recommend that workers on shift or roster, eligible for overtime, who work during a Cyclone Warning Class III or IV and continue to work after a Cyclone Warning Class III or IV is removed and until they are relieved, should be paid overtime at twice the hourly rate.
- 16.5.80** We also recommend that employees who are required to work during extreme weather conditions where an order has been issued by the National Crisis Committee requiring a person to remain indoors during a period of heavy or torrential rain and a situation where a safety bulletin has been issued by the Mauritius Meteorological Services, should be compensated as follows:
- (i) overtime at twice the hourly rate to those who are eligible for overtime.
  - (ii) normal hourly rate at salary point reached in their respective salary scale to those not eligible for overtime.

**Control of Overtime**

- 16.5.81** Situations such as staff illness, special projects, and emergencies may arise which make overtime unavoidable. Overtime is, therefore, occasionally necessary to get the job done. However, every attempt should be made to appropriately schedule workload, so that the need for overtime is resorted to a

minimum and constant monitoring should be exercised to ensure that work is performed in the most cost-effective way to meet goals and responsibilities.

16.5.82 With a view to ensuring fairness and consistency in the performance of extra hours of work while preventing abuse and reinforcing organisational integrity in the Public Sector, the Bureau has in its last Report recommended that Public Sector organisations should adopt the “Best Practice Guide on Overtime Management in Public Sector” developed by the former Independent Commission Against Corruption (ICAC). In addition, the following provisions were maintained:

- (a) to control overtime, Management, subject to the concurrence of the MPSAR, has to:
  - (i) arrange for work shifts/pattern of work to be changed in case of work of long or continuous duration that need to be completed after normal working hours;
  - (ii) ensure that reports and records be improved to strengthen accountability of overtime use;
  - (iii) develop procedures and standards for evaluating when an unscheduled absence in identified posts may require scheduling officers for overtime work;
  - (iv) identify posts which may not need scheduling officers for overtime if workload is light; and
  - (v) adequately monitor overtime on an individual basis to prevent employees from working excessive overtime; and
- (b) Management of Organisations should also submit a quarterly return to the Ministry of Finance indicating the amount incurred for the payment of overtime.

16.5.83 Since the National Audit Office has again flagged the excessive performance of overtime in certain sectors, we consider that there is need for a reinforced mechanism to track down the cause of such cases as well as the determination of plausible remedial action. The Bureau is, accordingly, reinforcing the current provision.

## **Recommendation 16**

**16.5.84 We recommend that Public Sector organisations should adhere to the measures enunciated at paragraph 16.5.81 above.**

**16.5.85 We also recommend that Ministries/Departments/Organisations should submit a quarterly return to the MPSAR for overtime work considered on the high side, so that the latter along with the Ministry of Finance, may look into the matter and determine whether the current human resource**

is adequate or otherwise, as well as advise the organisation concerned on ways and means to curb overtime, including through appropriate Human Resource Planning.

### **Protocol on Heavy/Torrential Rain and Tropical Storms/Cyclones for the Public Sector**

- 16.5.86 The MPSAR, in consultation with the Ministry of Local Government, Mauritius Meteorological Services (MMS), National Disaster Risk Reduction and Management Centre and other Ministries and Departments, has reviewed the existing "Protocol on Heavy Rainfall for the Public Sector" and has come up with a revised "Protocol on Heavy/Torrential Rain and Tropical Storms/Cyclones for the Public Sector" in line with the Mauritius Meteorological Services (Warnings) Regulations 2023. Further, Supervising Officers have, by way of MPSAR's Circular Letter No. 1 of 2025, been requested to ensure strict adherence to the revised Protocol as well as ascertain that the contents of the Circular Letter are brought to the attention of all officers serving in their respective Ministries/ Departments/ Local Authorities and Parastatal Organisations falling under the *aegis* of their Ministry.
- 16.5.87 The overall objective of the new Protocol is to provide practical guidance on work arrangements to be made in times of heavy rain/localised heavy rain/torrential rain and tropical storms/cyclones with a view to ensuring the safety of employees and service continuity, as far as practicable. The revised protocol, available on the MPSAR's website, contains, among others, additional provisions on the new system of warning issued by the MMS; and work arrangements applicable during existing warnings such as "Torrential Rain" and "Cyclone Warnings", as well as "Safety Bulletins" and "Termination Bulletins".
- 16.5.88 The protocol is applicable to Ministries/Departments and public sector organisations, except for those:
- in the essential and emergency services;
  - operating on shift, roster and staggered hours;
  - whose services are required in connection with weather conditions; and
  - where a protocol already exists.

Those officers who are required and bound to attend duty during a Cyclone Warning Class III or IV should, therefore, continue to do so.

### **Cyclone Warning System: Work Arrangements**

- 16.5.89 As per the new Protocol on Heavy/Torrential Rain and Tropical Storms/Cyclones for the Public Sector:
- (i) Whenever a Cyclone Warning:

- (a) **Class I or II** is issued by the MMS, it is a **normal working day** for employees. However, the latter should take all necessary precautions and be on the constant lookout regarding evolution of the weather conditions.
  - (b) Heads of Ministries/Departments should closely monitor the situation once a cyclone warning is in force in the country and should take appropriate action to release their staff as soon as a cyclone warning **Class III** is officially issued during working hours.
  - (c) **Class III or IV** is issued or a **Safety Bulletin** to lift Cyclone Warning class III or IV by the MMS, workplaces should be closed, except for essential and emergency services and work from home be operational, as far as possible and practicable.
- (ii) Following the issue of a **Termination Bulletin**, on the advice from the National Crisis Committee to the effect that outdoor risks have considerably decreased, work should resume normally in all sectors in a phased manner, depending on the nature and extent of damages caused. Employees are required to attend duty provided that the Bulletin is issued **before 1000 hours** during a working day and public transport is available.

### Heavy Rain Watch

- 16.5.90 Upon issue of a “**Heavy Rain Watch**” by the MMS, a normal working day for employees is maintained, except where there is an official communiqué stating otherwise.

### Heavy Rain and Torrential Rain Warning: Work Arrangements

- 16.5.91 The main provisions, as per the Protocol on Heavy/Torrential Rain and Tropical Storms/Cyclones for the Public Sector, applicable in case of a heavy rain/torrential rain warning is in force, are as follows:
- (a) Upon issue of a “**Heavy Rain Warning**” by the MMS, employees should report for duty, by taking necessary precautions for their own safety and security. However, employees, except those mentioned at paragraph 16.5.88, should not report for duty in the event a communiqué is issued by the relevant authority, **before working hours**, to that effect.
  - (b) In the event the MMS issues a “**Torrential Rain Warning**”, Supervising Officers of Ministries/Departments/public sector organisations should activate the Cyclone and Heavy Rainfall Committee (CHRC) and closely monitor the situation. Work arrangements should be made in accordance with instructions issued by the relevant authority in the best interest of the service and employees.
  - (c) In case a communiqué is issued during working hours for the release of employees, Supervising Officers should immediately take necessary

actions, on the basis of established arrangements, for the staggered release of their employees. Further, employees should await instructions from the Supervising Officer of their respective Ministry/Department/public sector organisation before leaving their work place.

- (d) In the event an employee decides to leave office, in spite of the Supervising Officer's request/warning not to do so, he/she should, before leaving office, sign an undertaking as provided in the protocol.
- (e) To ensure that the staggered release of employees is effected in an orderly manner, the CHCR should work out the release arrangements for the attention of all employees and have them reviewed on a regular basis.
- (f) With a view to ensuring the safety of employees, consideration should also be given to the following factors:
  - (i) pregnant women and employees with mobility problems/disability issues should be allowed to leave on a priority basis;
  - (ii) employees who have to pick up their underage children from kindergartens or nurseries should be released first;
  - (iii) employees who reside or work in affected areas should be allowed to leave earlier;
  - (iv) given that certain transport services might cease to operate in adverse weather conditions, employees who rely on such transport facilities should also be given priority to leave; and
  - (v) for all other employees, arrangements should be made for their release in stages, according to their travelling distances.

#### **Recommendation 17**

**16.5.92 We recommend that Ministries/Departments/Organisations should continue to stand guided by the procedures laid down in the Protocol on Heavy/Torrential Rain and Tropical Storms/Cyclones for the Public Sector issued by the MPSAR.**

