



**OFFICE OF THE PRESIDENT  
Public Service Bureau**

**CIRCULAR NO. 4 of 2024**

**17 June 2024**

**TO:**

<b>Attorney General</b>	<b>Chairman Electoral Commission</b>
<b>Secretaries of State</b>	<b>Chairman, Public Service Appeal</b>
<b>Board Commissioner of Police</b>	<b>Chief Secretary Public Service</b>
<b>Chairman Constitutional</b>	<b>Principal Secretaries</b>
<b>Appointments Authority</b>	<b>Clerk of the National Assembly</b>
<b>Ombudsman</b>	<b>Master / Registrar, Supreme Court</b>
<b>Director General Seychelles Intelligence</b>	<b>Chief Executive Officers</b>
<b>Services</b>	<b>Curator</b>

**JOB ENRICHMENT POLICY**

**Introduction:**

The Government recognizes the importance of maintaining operational efficiency and employee satisfaction, especially during periods of staff shortages due to vacant positions. To address this challenge proactively, the Government will be implementing a policy of Job Enrichment to temporarily fill vacant posts. This Circular outline the key elements of this policy, including the use of **Job Enrichment Allowance** to compensate employees for taking on additional responsibilities.

**Objective:**

The primary objective of this policy is to leverage Job Enrichment as a strategy to fill vacant positions on a temporary basis, thereby maintaining productivity and employee engagement. Specifically, it aims to:

1. Provide employees with opportunities for professional growth and skill development through Job Enrichment.
2. Ensure the continuity of essential operations by temporarily assigning additional responsibilities to qualified employees.

3. Enhance employee morale and motivation by recognizing and rewarding their contributions with a Job Enrichment Allowance.

### **Policy Framework:**

1. **Identification of Vacant Posts:** Human Resources (HR), in collaboration with the line managers, will identify vacant **funded** positions and assess the feasibility of temporarily filling them through Job Enrichment. To qualify for job enrichment, the vacant position must be funded.
2. **Employee Selection:** Employees eligible for temporary Job Enrichment assignments will be selected based on their qualifications, attitude, skills, relevant work experience, and suitability for the additional responsibilities.
3. **Job Enrichment Plan:** A detailed Job Enrichment plan will be developed for each temporary assignment, outlining additional responsibilities, the duration of the assignment, and performance targets in line with the principles of the Performance Management System. Considering that Job Enrichments are temporary strategies, the plan shall not exceed two years. Recruitment to fill the vacant position must be ongoing even if responsibilities have been temporarily assigned.
4. **Renewal of Job Enrichment Plan:** If the duration exceeds two years, approval for renewal must be submitted to the Public Service Bureau along with an evaluation plan.
5. **Job Enrichment Allowance:** Employees taking on additional responsibilities will receive a **Job Enrichment Allowance**, which shall be at most 20% of the basic salary and inducement allowance of the vacant position. The percentage payment needs to be based on the proportion of additional duties from the vacant post that the person is performing. The allowance will be paid in addition to the employee's regular salary package. Employees receiving a Job Enrichment Allowance are not eligible to claim overtime payment. The allowance is to be paid under **Code 30**.
6. **Calculation of Job Enrichment:** [see attached Job Enrichment Allowance Calculation Form]
7. **Performance Evaluation:** The performance of employees in temporary Job Enrichment assignments will undergo formal quarterly evaluations to assess goal achievement, provide feedback for ongoing improvement, and evaluate their impact on maintaining a healthy work-life balance. Should performance evaluations reveal a negative impact on an employee's wellbeing and/or current job performance due to the additional responsibility, the duty will be reassigned to another staff member.
8. **Communication:** Clear and transparent communication will be upheld with employees concerning the temporary nature of their assignments, expectations, and any changes in the salary package. This will be achieved through the issuance of approval letters to communicate the decision. Approval letters serve as official records, ensuring clarity and accountability for both the employee and the organization.

- 9. Exclusion:** The Job Enrichment Allowance shall NOT be included in the computation of the exit benefit or in the PSC Contract payments.

### **Final Approval**

The final approval of the Job Enrichment Allowance shall be the responsibility of:

- 1) the Accounting Officer for all positions below the level of Accounting Officer.
- 2) the Chief Secretary of the Public Service Bureau for all Accounting Officers or equivalent positions.

Upon completion of the eligibility assessment and calculation process, HR will submit the proposal for the Job Enrichment Allowance to the Accounting Officer or the Chief Secretary for final approval.

### **Monitoring and Oversight**

Copies of all approval documents by MDAs for the Job Enrichment Allowance must be forwarded to the Public Service Bureau, which grants this delegation and oversees policy implementation. Any abuse or non-compliance with this policy will result in the Public Service Bureau revoking this delegation. Submissions must be made within two weeks of approval to ensure timely monitoring and oversight.

A handwritten signature in black ink, appearing to read 'Shella Mohideen', with a long horizontal flourish extending to the right.

Shella Mohideen (Mrs.)

**CHIEF SECRETARY  
PUBLIC SERVICE BUREAU**