



**OFFICE OF THE PRESIDENT
PUBLIC SERVICE BUREAU**

Circular No. 4 of 2025

2 May 2025

TO:

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

**SUBJECT: PILOT IMPLEMENTATION OF STAGGERED WORKING HOURS IN
THE PUBLIC SERVICE**

The Government is introducing staggered working hours across the public service as part of its efforts to modernise working conditions, improve public service delivery, and support national strategies on traffic and school scheduling.

This follows the decision of the Cabinet of Ministers of 5th March 2025, approving the implementation of a pilot study on staggered working hours in Ministries, Departments, Agencies (MDAs), and eligible State-Owned Enterprises (SOEs).

1. WHAT ARE STAGGERED WORKING HOURS?

Staggered working hours refer to arrangements where employees start and end work at different times, while still completing their required daily or weekly hours. This approach enables:

- Improved flexibility for employees and the organisation;
- Reduced congestion during peak travel hours;
- Better alignment with school drop-off/pick-up times, childcare, and public transport.



2. PILOT STRUCTURE & OPTIONS

Under the pilot, an employee may adopt one of the following staggered time blocks:

- a) 7:00 a.m. – 3:00 p.m.
- b) 8:00 a.m. – 4:00 p.m.
- c) 9:00 a.m. – 5:00 p.m.

Regardless of the chosen schedule, the following must be observed:

- a) **Core Office Hours:**
9:00 a.m. to 3:00 p.m. — A fixed period during the day when all employees must be present and available for work, regardless of their staggered time. These are the official business hours for public-facing services and internal meetings.
- b) **Total Work Requirement:**
Seven (7) hours per day (excluding the lunch hour), or 35 hours per week.
- c) **Productivity:**
MDAs and SOEs are encouraged to maximise the use of the Performance Contract, where the quality, timeliness, and impact of work take precedence over physical presence. Flexibility should enable greater efficiency and output, not less accountability. Supervisors must continuously assess outcomes to ensure that staggered hours support — and do not compromise — service excellence.

3. KEY CONDITIONS FOR IMPLEMENTATION

- a) **Agreement Required:**
Start and end times must be mutually agreed upon in writing between the employer and the employee. These arrangements may be fixed or flexible, depending on the organisation's operational requirements.
- b) **Application Process:**
Organisations have the discretion to determine the application process for employees, with the flexibility to review arrangements periodically based on operational exigencies or changes in the employee's personal or social commitments.
- c) **Eligibility:**
Flexible working arrangements apply only to roles where such flexibility does not disrupt essential or frontline services. The organisation reserves the right to approve or reject applications based on operational needs.
- d) **Approval Conditions:**
Organisations may impose specific conditions for approval, such as requiring employees to be present for meetings scheduled at 8:00 a.m.
- e) **Lunch Break Adjustments:**
Lunch breaks must be aligned with the employee's work schedule to ensure operational coverage.



f) **Attendance Monitoring:**

A robust and reliable system must be in place to track attendance. Supervisors are responsible for ensuring employee compliance and maintaining productivity.

4. MONITORING & REPORTING (CABINET REQUIREMENT)

This initiative is being launched as a pilot study. In line with the Cabinet directive:

1. A progress report on the implementation must be submitted to the Cabinet of Ministers within four (4) months of commencement.
2. Heads of MDAs are responsible for tracking:
 - a) Number of employees under staggered schedules.
 - b) Impact on service delivery.
 - c) Employee satisfaction and productivity.
 - d) Any operational challenges or required adjustments.

A Monitoring & Reporting Form that MDAs & SOEs can use to track the key points required by Cabinet is attached. The Public Service Bureau will coordinate data collection and submit the consolidated report to Cabinet.

5. EFFECTIVE DATE

This Circular takes effect on **1 May 2025**.

6. ACTION PLAN

Phase 1: Agreement Period (1 – 31 May 2025)

- 1) MDAs and eligible SOEs must consult staff and identify roles suitable for staggered working hours.
 - 2) Start and end times must be mutually agreed upon in writing between the employer and eligible employees.
- Arrangements must comply with the core hours of 9:00 a.m. to 3:00 p.m. and align with operational needs.

Phase 2: Pilot Implementation (1 June – 31 August 2025)

- 1) Approved staggered working arrangements will be implemented.
- 2) Supervisors must actively monitor attendance, performance, service delivery, and flag any challenges.



3) Necessary adjustments may be made to ensure continuity and effectiveness.

Phase 3: Reporting & Review (1 – 30 September 2025)

- 1) MDAs and SOEs must complete the Monitoring & Reporting Form and submit it to the Public Service Bureau by **30 September 2025**.
- 2) The Public Service Bureau will consolidate all submissions and present a comprehensive report to the Cabinet of Ministers.

Should you have any questions on the above, please do not hesitate to contact my office in writing.

Thanking you.



Shella Mohideen (Mrs.)
Chief Secretary and Head of Public Service



Monitoring & Reporting Form: Pilot Initiative on Staggered Work Schedules.

Section Details

MDA/SOE Name:

Name of Head of MDA/SOE:

Date of Report Submission:

1. Number of Employees under Staggered Schedules:

2. Impact on Service Delivery

(Tick applicable options based on feedback/surveys)

Improved	No change	Declined	Comments

3. Employee Satisfaction and Productivity

(Tick applicable options based on feedback/surveys)

Criteria	Improved	No change	Declined	Comments
Job Satisfaction				
Work-Life Balance				
Productivity				

4. Operational Challenges / Adjustments Required

Challenge Identified	Action Taken	Recommendation

Signature of Head of MDA: _____

Date: _____