



CIVIL SERVICE
COLLEGE
MAURITIUS

Enabling Public Service Excellence

Feedback Report

TRAINING PROGRAMME FOR FRONTLINE/SUPERVISORY/TECHNICAL GRADE (Level 3) (September – December 2020)

Batch 1: 15, 17 & 22 September 2020

Batch 2: 25, 30 September & 02 October 2020

Batch 3: 05, 07 & 09 October 2020

Batch 4: 23, 28 & 30 October 2020

Batch 5: 04, 10 & 12 November 2020

Batch 6: 13, 18 & 20 November 2020

Batch 7: 23, 25 & 27 November 2020

Batch 8: 30 November, 02 & 07 December 2020

TABLE OF CONTENT:

1. INTRODUCTION.....	2
2. OBJECTIVES	2
3. LEARNING OUTCOMES.....	2
4. FEEDBACK	3
PART A:	3
PUBLIC SECTOR TRANSFORMATION	3
I. Mr Vasheel Ourrvasant SEEDOYAL	3
II. Mr Suraj RAMGOLAM.....	3
CHANGE MANAGEMENT	4
III. Mr Temen GANOO.....	4
IV. Dr (Mrs) Aumwatee SREEKEESSOON.....	4
V. Dr Bhimsen ABACOUSNAC	4
COMMUNICATION AND CUSTOMER SERVICE	5
VI. Mr Deven SEETARAMADOO	5
VII. Mr Uttam JUWAHEER	5
LEADERSHIP FOR FRONTLINE	6
VIII. Dr (Mrs) Aumwatee SREEKEESSOON.....	6
IX. Dr Vinaye ANCHARAZ	6
X. Dr Bhimsen ABACOUSNAC	6
PART B:	7
PART C:	8
5. ACTIONS TO BE TAKEN BY CSCM	12
6. CONCLUSION.....	12
7. SOME TRAINING PICTURES	13

1. INTRODUCTION

The three-days training programme has been devised to provide employees operating at the frontline/ supervisory and technical level to understand their roles and responsibilities and how they contribute in the organisational structure. With the implementation of the Public Sector Business Transformation Strategy, this course will have helped them to better understand how it is important to motivate themselves and be more engaged in what they do.

The topics have been designed to help them be more conscious about their leadership skills and how to motivate their teams. A total of 200 participants have attended 8 batches organised from September –December 2020.

2. OBJECTIVES

The objectives of the programme were to enable participants to:

- ◆ Understand the key concepts of the public sector transformation strategy and its implementation
- ◆ Understand Change, Identify and overcome obstacles to change
- ◆ Understand how communication is important in organisations
- ◆ Define different leadership styles so as to adapt to change
- ◆ Encourage a dynamic environment for better performance

The programme covered the following courses:

- ◆ Public Sector Business Transformation
- ◆ Change Management
- ◆ Communication & Customer Service
- ◆ Leadership for Frontline

3. LEARNING OUTCOMES

By the end of this course participants were able to:

- ◆ Develop a problem solving attitude
- ◆ Better understand how your communication skills affect you and people around you
- ◆ Understand what are your responsibilities in the organisation and how your leadership styles are important to motivate your teams
- ◆ Understand why you should adapt to change and overcome barriers to change
- ◆ Contribute in delivering excellent service to different stakeholders.

4. FEEDBACK

Note: These feedbacks are reported as they were written on the Feedback form.

PART A: The participants were required to assess the effectiveness of the different trainers and their session(s).

Below are some comments on the trainers:

PUBLIC SECTOR TRANSFORMATION

I. Mr Vasheel Ourrvasant SEEDOYAL

- ❖ *Very good and knowledgeable trainer;*
- ❖ *He did a good presentation on the subject;*
- ❖ *The trainer has good delivery skills but less interactive (no class participation);*
- ❖ *Should make use of presentation aids (PowerPoint or training materials) to facilitate the training;*
- ❖ *Should be more interactive;*
- ❖ *Good approach;*
- ❖ *Explains the topic well using good examples. Get in depth into his subject;*
- ❖ *Cheerful personality;*
- ❖ *The trainer gave concrete examples where public officers and their organisation excel in their service delivery specially those who got Gold Excellence Award. He explained deeply the need for transformation, the results of transformation in the public sector. Very good job. Should keep it up. He created a wow effect. Such trainers should be encouraged in giving guidance specially to new blood in the public service;*
- ❖ *Professional;*
- ❖ *The trainer gave good examples to explain his topic;*
- ❖ *Dynamic trainer;*
- ❖ *Interesting class;*
- ❖ *Administrative cadre giving training to technical cadre was not an ideal situation. Did not understand the reality of situation. Same when transformation is led by administrative cadre;*
- ❖ *Positive thinker and changer;*
- ❖ *Extremely knowledgeable;*
- ❖ *Two-way communication needed;*
- ❖ *Very professional trainer and attentive.*

II. Mr Suraj RAMGOLAM

- ❖ *Nice human being;*
- ❖ *This class was more informative about existence of Public Sector Business Transformation Bureau, the learning and put into practice;*
- ❖ *Overall skill was good. Trainer has a good personality;*
- ❖ *Good presentation;*
- ❖ *More information should be provided in the transformation process. The course can be more lively;*
- ❖ *Trainer needed to be more lively while presenting his topic;*
- ❖ *Good attempt. Keep it up;*
- ❖ *Knew his subject at the tip of his finger. Time allocated needs to be reviewed;*
- ❖ *Slow speaker but quite good content;*
- ❖ *Very interactive class;*
- ❖ *Good trainer.*

CHANGE MANAGEMENT

III. Mr Temen GANOO

- ❖ *Excellent trainer. Best class;*
- ❖ *He was very friendly and interactive;*
- ❖ *The trainer knew the topic very well;*
- ❖ *He was an efficient trainer and highly knowledgeable of his topic;*
- ❖ *Should be more dynamic;*
- ❖ *Should be more able to attract and keep the attention of class;*
- ❖ *Understanding and jovial person;*
- ❖ *Very cheerful and good personality;*
- ❖ *Kept his audience much active;*
- ❖ *Used good and valid examples;*
- ❖ *The trainer was very confident and knowledgeable on the subject matter. A lot of class participation. His expertise was beneficial to us specially where there is a lot of change and reforms taking place. Good job;*
- ❖ *Excellent;*
- ❖ *Sometimes out of subject. Trainer was talking about moral values instead of change at work;*
- ❖ *Training was not entertaining. Some questions asked were too personal while several inappropriate assumptions on personal life of attendees were made. Examples taken were mostly irrelevant in the context of management and pressure at work;*
- ❖ *One should learn to be a lecturer and not a preacher. Sharing one prejudice in a training for public officers is wrong. Impartiality and respect are ingredients for a good lecture;*
- ❖ *Very good;*
- ❖ *Trainer acted as if we were still kids at school. He was very rude, showing his frustration against public officers;*
- ❖ *Wide sighted;*
- ❖ *Trainer is clearly homophobic and made rather homophobic comments. Would not recommend for other courses;*
- ❖ *Very professional trainer;*
- ❖ *Very lively class;*
- ❖ *Trainer should be more friendly;*
- ❖ *An inspiring trainer;*
- ❖ *Knowledgeable;*
- ❖ *Very practical knowledge;*
- ❖ *Easily relatable to real life situations;*
- ❖ *Trainer very dynamic.*

IV. Dr (Mrs) Aumwatee SREEKEESSOON

- ❖ *Good speaker;*
- ❖ *Highly motivating;*
- ❖ *Influential orator;*
- ❖ *Trainer was good and knowledgeable on how to keep the class active and participating;*
- ❖ *Trainer knew how to capture attention. Overall skill was very good. Class was lively. Down to earth and very impressive trainer;*

V. Dr Bhimsen ABACOUSNAC

- ❖ *Good;*
- ❖ *Lively trainer.*

COMMUNICATION AND CUSTOMER SERVICE

VI. Mr Deven SEETARAMADOO

- ❖ *Excellent trainer. Class was lively;*
- ❖ *He was very impressive and delivered good examples for the future in the implementation of my work;*
- ❖ *Made the class very interesting and live;*
- ❖ *The trainer delivered his training very efficiently and highly knowledgeable and encouraged to have an interactive class;*
- ❖ *Very entertaining and much appreciated;*
- ❖ *A knowledge sharer;*
- ❖ *Used good body language and cheerful by nature boosted up the confidence level of his audience has a participative approach gets everyone on board;*
- ❖ *Very interactive, using good concrete examples of everyday life and on the job. A lot of class participation. Must be encouraged to give his vast knowledge in the subject matter. He created a wow effect;*
- ❖ *Mind blowing;*
- ❖ *Knows his subject very well;*
- ❖ *The class was lively, very direct and interactive. It was amazing to have a fruitful training with Mr Deven. Just loved his class. We have very much to learn from such experienced trainer. Thank you;*
- ❖ *Class was lively and interesting;*
- ❖ *Very good trainer;*
- ❖ *Mr Deven is an enthusiastic facilitator. He is very knowledgeable and communicate effectively. He was engaging and kept us interested in the training. Clear explanation and useful examples of how things work;*
- ❖ *Very professional;*
- ❖ *Dynamic;*
- ❖ *Excellent trainer;*
- ❖ *Very interactive class;*
- ❖ *Very good trainer;*
- ❖ *The class was interesting, lively, interactive and practical;*
- ❖ *Resourceful;*
- ❖ *Very helpful and very knowledgeable;*
- ❖ *Very interesting class;*
- ❖ *More sessions were needed as the topic is bulky and people have communication problem;*
- ❖ *Very professional trainer;*
- ❖ *Very lively class;*
- ❖ *Trainer has vast experience and knowledge;*
- ❖ *Very inspiring trainer;*
- ❖ *Very remarkable trainer, dynamic, explained real life situations;*
- ❖ *Enthusiastic trainer. Not boring at all;*
- ❖ *Well versed with his subject;*
- ❖ *Very interactive class;*
- ❖ *Topic covered will be useful at work;*
- ❖ *Outstanding trainer.*

VII. Mr Uttam JUWAHEER

- ❖ *Very friendly approach;*
- ❖ *Practical and interactive;*
- ❖ *Class was interactive. Everybody was given opportunity to discuss. Trainer can get 3.5 out of 5;*
- ❖ *Trainer knew his subject and class was very lively. His communication skills and reach to the class was very good;*

LEADERSHIP FOR FRONTLINE

VIII. Dr (Mrs) Aumwatee SREEKEESSOON

- ❖ *Good and knowledgeable;*
- ❖ *She was very nice, interactive with the audience and presented the relevant topics via exercises and examples;*
- ❖ *Training was effectively delivered by the trainer;*
- ❖ *Need to be more dynamic to grasp and maintain the attention of the participants;*
- ❖ *Should use the space and encourage participation;*
- ❖ *Should use more specific and real life examples;*
- ❖ *Motivational person;*
- ❖ *Good interpersonal skills;*
- ❖ *Cheerful nature;*
- ❖ *Encouraged participation from the audience;*
- ❖ *Interesting activities and group work;*
- ❖ *Culture-oriented;*
- ❖ *Master her subject;*
- ❖ *Good use of PowerPoints, several exercises done. Good interaction between trainer and participants. The trainer knew her subject matter and the time allocated to exercise was superb. Keep it up. Wow;*
- ❖ *Well experienced;*
- ❖ *Well prepared;*
- ❖ *Inspiring;*
- ❖ *The trainer was really good in her subject. She encouraged interaction and lively discussions;*
- ❖ *Class was lively and interesting;*
- ❖ *Very good trainer;*
- ❖ *Well versed in her subject;*
- ❖ *Very worthwhile training. Dr Sreekeessoon explained well. She made the training interesting and attractive;*
- ❖ *Rich experience and pragmatic;*
- ❖ *Very professional trainer;*
- ❖ *Lively trainer.*

IX. Dr Vinaye ANCHARAZ

- ❖ *Excellent public speaker. Very good pronunciation of his words;*
- ❖ *Knowledge in his field of study only;*
- ❖ *Failed to capture the attention of the participants;*
- ❖ *No practical only academic skills;*
- ❖ *Trainer was knowledgeable and the class went as a one-man show. Lack of interaction thus making the class boring. He should be severely instructed to not refer to political issues and use critics such as using "kitchen cabinet";*
- ❖ *Three words to resume "One man show". Class was boring and would not really grasp the training;*
- ❖ *Very interesting class;*
- ❖ *Good and resourceful;*
- ❖ *Good content and delivery. But more exercises can be included.*

X. Dr Bhimsen ABACOUSNAC

- ❖ *Good;*
- ❖ *Very good trainer.*

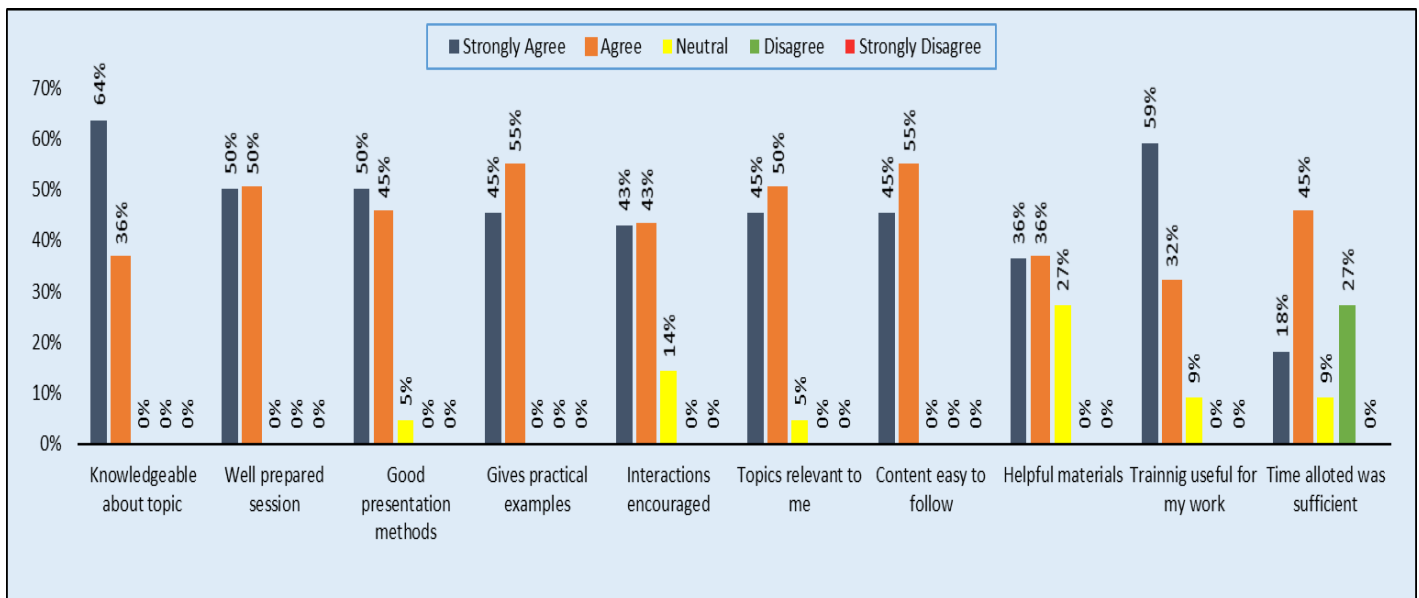


Table 1: Overall assessment of trainer 's effectiveness and session

PART B: The participants were required to give their views on the administrative support received and catering.

1. *They came late for lunch. Good food;*
2. *Allocate more space for lunch;*
3. *Friendly atmosphere;*
4. *There is the need to improve the quality of food and tea breaks;*
5. *The quality of Veg food should be improved. More varieties should be proposed;*
6. *Air condition too high at times;*
7. *The toilet facilities which were deplorable. Always in a mess. Have to wait for long to use toilet at times the training starts and we lose nearly half an hour. The ratio is 1 toilet to 20-25 participants and the door of the kitchen remained open and has access to the toilet which is dirty. Should use another door. No sanitary precautions specially at this time. Very deplorable. The CSCM has to see to it.*
8. *Cleaning of toilets need to be done early in the morning before approval of participants;*
9. *Food very good;*
10. *The lunch provided should be ameliorated. The kitchen is next to the toilet – to be considered;*
11. *It is a good initiative to provide for tea time and lunch. Otherwise trainers would have lost time in buying food outside and cause lateness in the duration of the course;*
12. *Good service;*
13. *Very good;*
14. *Very humble and helpful staff;*
15. *Kindly do not provide rice as lunch as it is heavy and disturb the students. It is not helpful as the people tend to sleep after eating rice.*

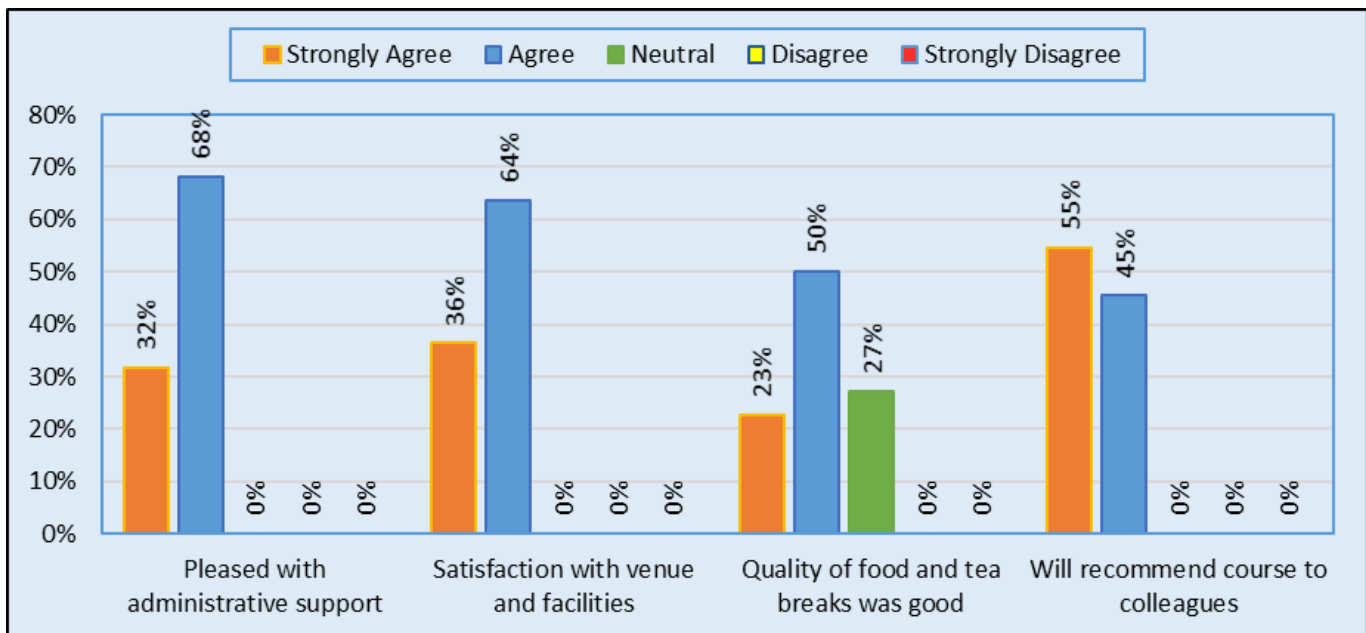


Table 2: Administrative support and catering

PART C: The participants were required to give their feedback on the session, what they think can be improved and how they will apply what they have learnt.

A. What did you like most about the training?

1. *Teaching approach by each lecturer;*
2. *The contents were very interesting and well delivered;*
3. *Trainers were very qualified;*
4. *It helped in transforming the way of handling things at work. It helped to understand change and overcome obstacles. The interaction between officers from different departments;*
5. *The training in Change Management and Communication;*
6. *The training has been like a refresher course. I loved sessions with Mr Ganoo and Mr Deven;*
7. *The training was mostly meant towards increasing our ability towards doing our work more effectively and efficiently taking into consideration the effort of others;*
8. *It is light, clear and to the point;*
9. *Qualities of a good leader;*
10. *Motivation and team building;*
11. *Got to know many people of different ministries and this has helped my ability to communicate more effectively with them;*
12. *Use of real life and work examples;*
13. *It boosted up the energy and twisted the mind, made us aware of our abilities to express and communicate with our peers from different ministries/departments;*
14. *The subject were treated by person who are very knowledgeable – good examples set;*
15. *The way presentation was done with date examples;*
16. *The trainers were well versed in their respective fields and were very lively and interesting;*
17. *The modules were relevant to our duties;*
18. *The lecture on Communication and the way the trainer proceeded;*
19. *Interaction with the trainer and the participants were very good. Good examples were considered and was relevant to our job;*
20. *Discussion classes;*
21. *The course was very interesting and group discussions were very good;*
22. *The practical examples were effective and will serve in our workplace;*
23. *Interaction with the trainers;*
24. *Different concepts to apply at my workplace;*
25. *My role at the office as frontliner.*

26. *It broke the monotonous routine from our work;*
27. *Dr Sreekeessoon lecture on change management;*
28. *Some aspects were brainstorming;*
29. *Enriching experience;*
30. *Communication and Customer Service and the lectures delivered by Dr Abacousnac;*
31. *Most of the subjects were of great importance to me and my job. In my career and my day to day life;*
32. *Interesting, lively and participative;*
33. *The courses offered and the way they are delivered;*
34. *Good interaction;*
35. *The engagement of the trainers and audience;*
36. *Use of practical examples;*
37. *New ideas;*
38. *The training in leadership;*
39. *Participative training and not only theory based;*
40. *The tips given to improve interpersonal skills and apply in work;*
41. *Resourcefulness of trainers;*
42. *The team support;*
43. *It was very interesting and fruitful. The trainer was very cordial and ready to help;*
44. *Trainers were knowledgeable and motivating;*
45. *The lectures were concise and precise;*
46. *Change Management;*
47. *The trainers sharing their experience in common situations that we all might be facing in everyday life;*
48. *I came to know about the Public Sector Business Transformation bureau which I was unaware before.*

B. What aspects of the training could be improved?

1. *Time allocated;*
2. *Communication and Leadership skills;*
3. *Instruction techniques;*
4. *Some instructors could have done better;*
5. *Classroom setup;*
6. *Time allocated;*
7. *Sitting arrangement should be relocated to another place because it is just in front of the toilets as well as the kitchen;*
8. *Courses and themes were very interesting and relevant, however some more time could be allocated to go in depth in the topics;*
9. *It should be more related to our work aspects;*
10. *Handouts may be given to the participants for further referral and reading. Otherwise the participants might forget about the importance of the course;*
11. *Teamwork;*
12. *Trainings to be done on a regular basis;*
13. *To encourage participant coaching;*
14. *Seating arrangements and encourage trainer to create discussion and interactive classes namely Dr Ancharaz was the only one to talk;*
15. *The training should be more based on public service;*
16. *The time should be increased;*
17. *More working sessions like group presentations;*
18. *Handouts to be provided;*
19. *The training should be more in depth;*
20. *Trainers to use microphone for clear voice and hearing;*
21. *It could be made more interesting by bringing a change for e.g. trainees can go in their place of work to see how to implement the theories;*

22. *These kind of training should also target management then only things can really improve in the Civil Service.*

C. How do you hope to change your work practice as a result of this training?

1. *By applying the concept learnt;*
2. *More motivated to help transform my workplace;*
3. *To provide a better customer care service;*
4. *To be a good leader;*
5. *Change can be brought in the work practice but there should be an interest to bring the change by the top management;*
6. *Might be a bit difficult given the high bureaucracy of the Civil Service ministries and departments;*
7. *Respect each other at workplace;*
8. *More confident;*
9. *Be more open minded;*
10. *Sharing and communicating more easily;*
11. *The good examples given during the training specially as far as communication is concerned;*
12. *Implement the aspect of going the extra mile;*
13. *More positive approach;*
14. *Be less resistant to change and accept business transformation;*
15. *Giving that extra mile for the performance of our duties;*
16. *By adopting a positive attitude based on training on communication and business transformation;*
17. *These training sessions have changed my views about my work and has helped me see certain aspects;*
18. *Introduce some new ideas in the way I work;*
19. *Show empathy with customers;*
20. *To be more careful and listening to the queries on my customers and to work as a team to achieve the organisation's goals;*
21. *Apply change management in my organisation;*
22. *Better communication with my internal and external customers;*
23. *Change management – see change in a good way;*
24. *Time management – use time wisely;*
25. *Use communication skills, customer service and leadership skills;*
26. *By using the different skills and qualities of leadership;*
27. *This training would promote my career growth, increase my confidence and productivity;*
28. *Improve service with focus on customers;*
29. *Better use of emotional intelligence;*
30. *Put in application skills learned;*
31. *Timely decision making;*
32. *Improve team work;*
33. *To apply leadership skills and to adapt to situation;*
34. *Promote team spirit;*
35. *Less wastage of resources;*
36. *Reduce resistance to change;*
37. *Have a better communication system;*
38. *Adopt new change at work;*
39. *Inform my colleagues about Public Sector Business Transformation and how to use this platform;*
40. *Improved communication skills;*
41. *I definitely will bring changes and transformation in the things that I have control over. However, most of the time I am bound by higher management.*

D. What additional training programmes would you wish to have from the Civil Service College in the future?

1. *Procurement procedures;*
2. *Evaluation of tenders;*
3. *Business Continuity Management;*
4. *Project management;*
5. *Writing effective minutes of meetings;*
6. *IT training;*
7. *Training in legal aspects – Family, Constitution and Prosecution;*
8. *Civil laws;*
9. *Total Quality Management in the Civil Service;*
10. *Organisational Development;*
11. *Emotional Intelligence;*
12. *Increasing productivity through stress management;*
13. *Public speaking;*
14. *Customer service excellence;*
15. *Employee motivation;*
16. *Managing time for efficiency;*
17. *Event management;*
18. *Conflict management;*
19. *Ethical issues at work;*
20. *Trust and team building;*
21. *Improving efficiency in organisation;*
22. *Handling difficult customers;*
23. *Communication and Interpersonal skills;*
24. *Mastering telephone skills;*
25. *First Aid;*
26. *Introduction to Basic Criminal Law;*
27. *Knowledge management;*
28. *Strategic thinking;*
29. *Legislative drafting;*
30. *Negotiation and mediation skills;*
31. *Statutory interpretations;*
32. *Writing skills for PQ and Cabinet Documents;*
33. *Protocol and etiquette;*
34. *Talent management;*
35. *Tender preparation and evaluation;*
36. *Supervisory skills;*
37. *Crisis management;*
38. *Advanced Microsoft Excel;*
39. *Psychology for frontliners;*
40. *Human relations;*
41. *Managing change for transformation;*
42. *Cybersecurity fundamentals;*
43. *Criminal Law;*
44. *Court procedures;*
45. *Team building;*
46. *PowerPoint;*
47. *Speech writing;*
48. *Prosecution for criminal offenses;*
49. *Stress Management;*
50. *Training needs analysis;*
51. *Achieving success through emotional intelligence;*
52. *Quality Management;*
53. *Risk Management.*

E. Other comments

1. *I have been following these courses for the last 10 years, same topics and same materials. There is a need to provide courses for technical cadres specially in the procurement field. The topic should include preparation of bid documents specifications, etc... and not exclusively supply and warehousing;*
2. *Such training must be planned for Top Management in the Civil Service because changes courses from the top;*
3. *This course might not serve its purpose if the top management does not follow the course. The organisational political map is governed by top management whereby there are no monitoring of deliverables for them;*
4. *Very good course and trainers made us discover ourselves and our abilities and also increased our know how;*
5. *The course in the overall was very beneficial. If the course could be allowed to all staffs of the Ministry of Social Security (technical side) because it is very relevant to our duties and responsibilities;*
6. *Courses should also be extended to AMHR and MHR for handling subordinates and to Police officers who does not listen to queries;*
7. *I am grateful to all the trainers and the staff of the Civil Service College. Thank you;*
8. *Public officers to be more aware of their role and responsibilities for the welfare of the public;*
9. *It would be interesting to have a course whereby employees of private sector would be invited to join in so as to share their experience with public officers. There would be interchange of ideas, opinions and experience;*
10. *The Civil Service College Mauritius is doing a good job.*
11. *This training course should be given to higher management and they should be compelled to adopt changes and transformation.*

5. ACTIONS TO BE TAKEN BY CSCM

- (i). The Training Manager will have a one-to-one session with the trainers to provide the feedback.
- (ii). Trainers' feedback will also be taken to better understand the training delivery and participation.

6. CONCLUSION

From the feedback, it can be observed that the trainers were well appreciated and delivered as per the College's expectations. The participants were pleased with the delivery of the sessions. It can be concluded that the objectives of the programme have been achieved. This training programme has been very useful for the targeted group. They are very keen to share the knowledge acquired with their colleagues and to apply what has been taught in the training to their workplace.

Civil Service College, Mauritius will follow up with the different liaison officers from different Ministries to give the participants the opportunity to follow the recommended training programmes in the future so as to encourage continuous progress in their workplace.

7. SOME TRAINING PICTURES

