



CIVIL SERVICE  
COLLEGE  
MAURITIUS

*Enabling Public Service Excellence*

## **Feedback Report**

# **Training Programme in Performance and Public Service Excellence for Frontline/Supervisory/Technical Grades**

**(January – June 2019)**

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## 1. INTRODUCTION

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The five-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. Productivity management is another session which they learnt to help bring about changes and be more performance-oriented in achieving organisational goals.

## 2. OBJECTIVE

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The objectives of the course were as follows:

- ◆ Understand how communication is important in organisations
- ◆ Understand why it is important to motivate self and others to reach organisational goals
- ◆ Define different leadership styles so as to adapt to change
- ◆ Encourage a dynamic environment for better performance
- ◆ Develop Quality Management principles

The programme covered the below:

- ◆ Introduction to Public Sector Transformation
- ◆ Change Management
- ◆ Leadership for Frontline
- ◆ Communication & Customer Service
- ◆ Delivery of E-Services & Quality Management
- ◆ Productivity Management

## 3. LEARNING OUTCOME

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By the end of this course participants will be able to:

- ◆ 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

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

Below are some comments on the resource persons:

1. *A bit vast in explanation;*
2. *A competent trainer with a broad knowledge;*
3. *A lively trainer (joie de vivre). More courses to be allocated to trainer;*
4. *A real eye opener for me as I had a very different perspective regarding leadership;*
5. *A very dynamic and knowledgeable person. He has enlightened us on many issues specially on ISO standards, quality and has enhanced our general knowledge;*
6. *A very experienced trainer and very updated;*
7. *A very friendly attitude that helped to make me feel at ease;*
8. *After following the lecture, I am inspired to study more. We have been given 3 sites of free courses;*
9. *Although the content was interesting, the lecture was boring. There was no interaction and the trainer tend to give too much of information;*
10. *An energetic person. Explains well;*
11. *Appraise the whole session;*
12. *Average trainer but good;*
13. *Best trainer ever during all courses. Very interesting session and good sharing of experiences by trainer;*
14. *Bragging too much;*
15. *Class very lively;*
16. *Did not cover what was on the schedule;*
17. *Discuss actual political situation rather than focus on the session;*
18. *Dynamic;*
19. *E-Estonia is a new knowledge;*
20. *Embed in as leadership. Used vivid experience. Good knowledge sharing ie we are always blaming others for our faults. Awareness, ability, attitude provided us an opportunity to talk. Well documented slides. Fruitful. Most recommended;*
21. *Encourage the trainees towards an excellent service in Public Sector;*
22. *Enthusiastic;*
23. *Excellent. Use of examples to illustrate some points mentioned and how transformation is slowly but surely taking place in the Public Service;*
24. *Exceptional presentation which helped me both personally and at work. She made the class very lively and interactive. I would really appreciate if more time is given for this session;*
25. *Good activities to illustrate training content and examples;*
26. *Good but must be more interactive;*
27. *Good but must focus on subject;*
28. *Good presentation;*
29. *Good skill of teaching;*
30. *Good trainer and very experienced person. More sessions to be given to him. We learned a lot;*
31. *Great experience in his field. Shared his knowledge and experience;*
32. *Has imparted his experience and things we will surely use in the performance of our work. We are motivated to bring positive changes in our work and in ourselves in general;*
33. *Have a deep knowledge and interactive;*
34. *He clearly appeared rushed/anxious since there was a lot of information to cram in a 1.5-hour session;*
35. *He doesn't let any moment become boring during the session;*
36. *He had so much knowledge and experience to share with us that he himself found the time running. So much more time must be allocated to this vast topic;*

37. *He has exceeded expectations. New knowledge was added and clearly explained. He was explicit in his examples. He made us trainer in general matters slightly. Highly recommended;*
38. *He has many experiences which help me think things otherwise. He encouraged information technology;*
39. *He has not covered the topic;*
40. *He has so much practical experience to share with us. It was clear he loves his topic. He wanted to show how this topic is so important for the future of the organisation and country at large;*
41. *He is a very experienced person. He made sure all of us participate. He made the subject very easy by explaining in simple language. Very interactive. He has good presentation techniques;*
42. *He is very well knowledgeable about leadership. Interesting subjects were brought to our attention;*
43. *He is well versed with topics. Amicable. Lively class. More sessions to be included;*
44. *He is well versed. However, the session was too lecture type. He should encourage more participation;*
45. *He knows his topics well. He interacts with the class;*
46. *He made our class so lively and participative. He has the skill to keep us alert;*
47. *He uses examples to illustrate his topics;*
48. *He was very dynamic, his presentation structure was excellent and covered the session in a very professional manner;*
49. *High command of language and great intelligence on Public Speaking;*
50. *His knowledge, professionalism and presentation skills are simply world class;*
51. *I found Mr Deven as a very engaging resource person. He is a captivating trainer and knows how to keep the attention of the trainees throughout the session. Good work;*
52. *I have learned how to communicate with my staff, stakeholders and public;*
53. *I will be a good leader but not a boss;*
54. *If possible one-day training would be much better on Communication. Best resource person;*
55. *Informative session;*
56. *Inspirational talk out of the usual trainings we had in the past. I felt as if I went to a training with someone of the calibre of Robin Sharma;*
57. *Insufficient time allotted to the topic;*
58. *Interacts with the class and gives examples to illustrate his points;*
59. *Interesting course. Lecturer well qualified and teaching fully related to my job;*
60. *Interesting topic and the teacher know how to motivate the class to follow the course;*
61. *Interesting what he says but a bit slow because of age probably;*
62. *It is a very interesting topic. The trainer does extremely well. The time for the session should at least be one week;*
63. *It is such an interesting and important topic. So well presented by the trainer. A very lively class. More time must be allocated for her sessions;*
64. *It would be a challenge for Dr Ancharaz if he can explain same topic to top management in the Public Sector;*
65. *Knowledgeable about the subject matter;*
66. *Knowledgeable and jovial person. Very well appreciated. Time as usual was insufficient;*
67. *Learned things that we really didn't know. Loved the sessions;*
68. *Lively. Knowledgeable and has given useful tips;*
69. *Maintain the training sessions lively;*
70. *More interaction should be done and practical exercise;*
71. *More sessions to be included. The trainer has a very good attitude. Well versed with her topics;*
72. *Motivated, good explanation. He made us love the topics;*
73. *Need more time and sessions with the trainer. Very charismatic and enthusiastic person;*
74. *Need to visit my department to review the process;*
75. *No handouts;*
76. *No interaction between teacher and his pupils. Sleeping class;*
77. *No interaction. Session too short. Need to have a longer session and more interaction;*
78. *Not punctual;*
79. *One of the best facilitator;*

- 80. Outstanding;
- 81. Pleasant and dynamic;
- 82. Possess good communication skills. Very friendly. Transform us with art of knowledge transfer;
- 83. Practical examples;
- 84. Quality principles cannot be applied to my place of work. There is a need for a paradigm shift from the above;
- 85. Sauter de coq a l'ane;
- 86. Self centered;
- 87. Session is very interesting but time allocated was too short;
- 88. She is very good. Wish to have her for more sessions;
- 89. Should have been allotted more time in the delivery of e-services lecture at national level;
- 90. Sympathetic;
- 91. The first part too basic but the trainer was knowledgeable;
- 92. The lecturer was very good. Great and participative session. The only drawback is that the course should have been a full day as we would love to learn a lot more from her. Great lecturer;
- 93. The teacher makes me become more realistic with his lectures.

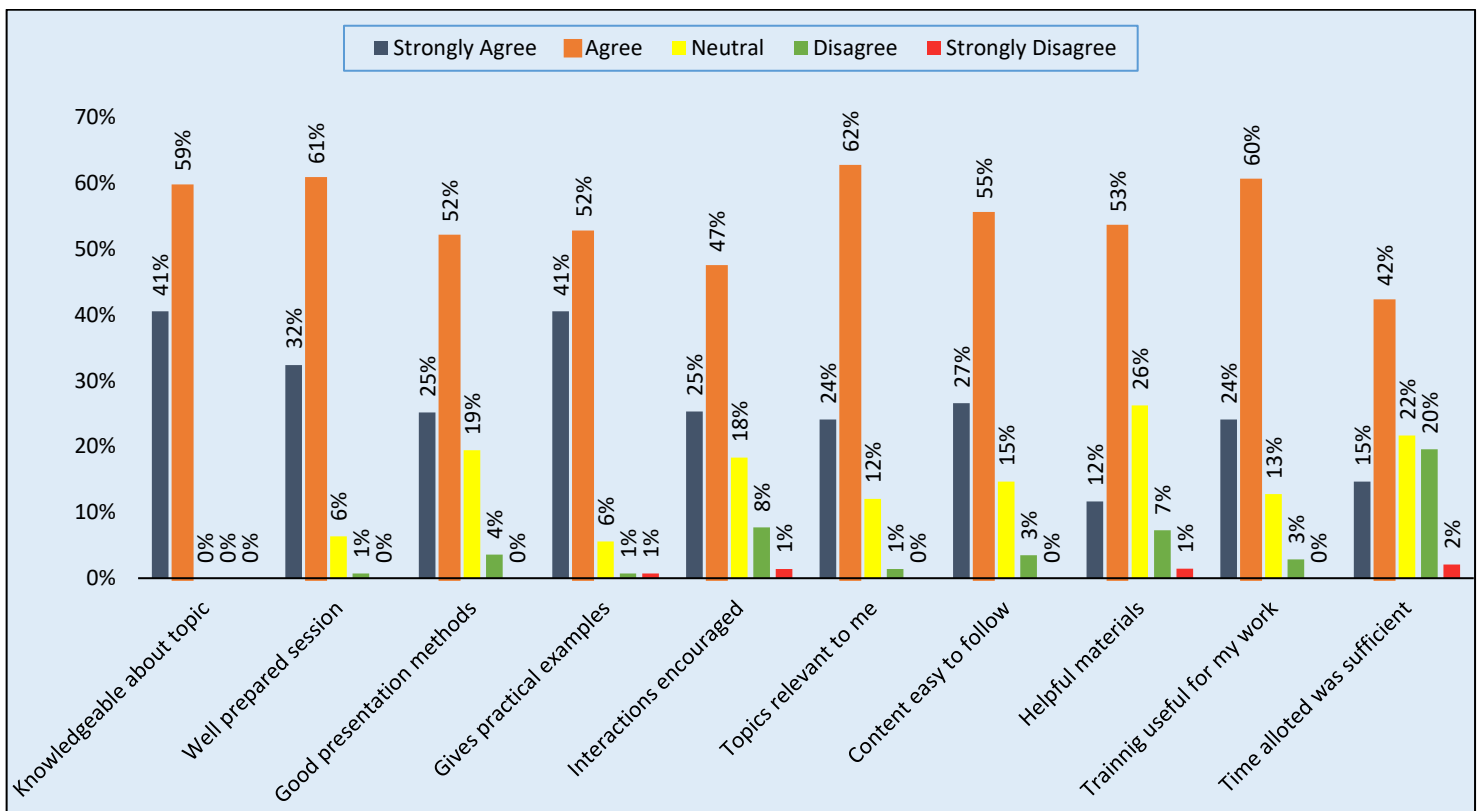


Table 1: Assessment of trainer's effectiveness and session

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

1. *Extractor and air freshners needed in W.C;*
2. *A hot green tea will be appreciated during lunch;*
3. *All the personnel were very helpful and very courteous;*
4. *At Atom and Fooks house, too less toilets;*
5. *At tea time, we didn't get a full cup of tea. The youngster is always pouring three quarter;*
6. *Catering service highly appreciated;*
7. *Everything was fine except the toilet should be cleaned frequently as it was smelling bad;*
8. *Everything was well prepared;*
9. *Food not good, not tasty, cold snacks. Tea good;*
10. *Good initiative and should be on going;*
11. *Good level of administrative support;*
12. *It would have been nice if at least juice could have been provided when giving the meal;*
13. *Need to improve the audio player. Quality of sound very bad;*
14. *No seating facility to take lunch;*
15. *On the 2nd day, one person did not get lunch. There were broken glasses. Lecturer had to drink tea in glass. There is need for improvement;*
16. *Overall very good. Compared to past sessions. The quality of food also has improved. Tea break should be at 10am instead of 10:30am for most colleagues have been complaining of it being too near lunch time;*
17. *Quality of food was good but the quantity was not enough;*
18. *Room not good at all. No interaction between colleagues as could not see them;*
19. *The sitting arrangement causes neck pain;*
20. *We should have a whole complex with more amenities and activities to be done, not only training and learning;*

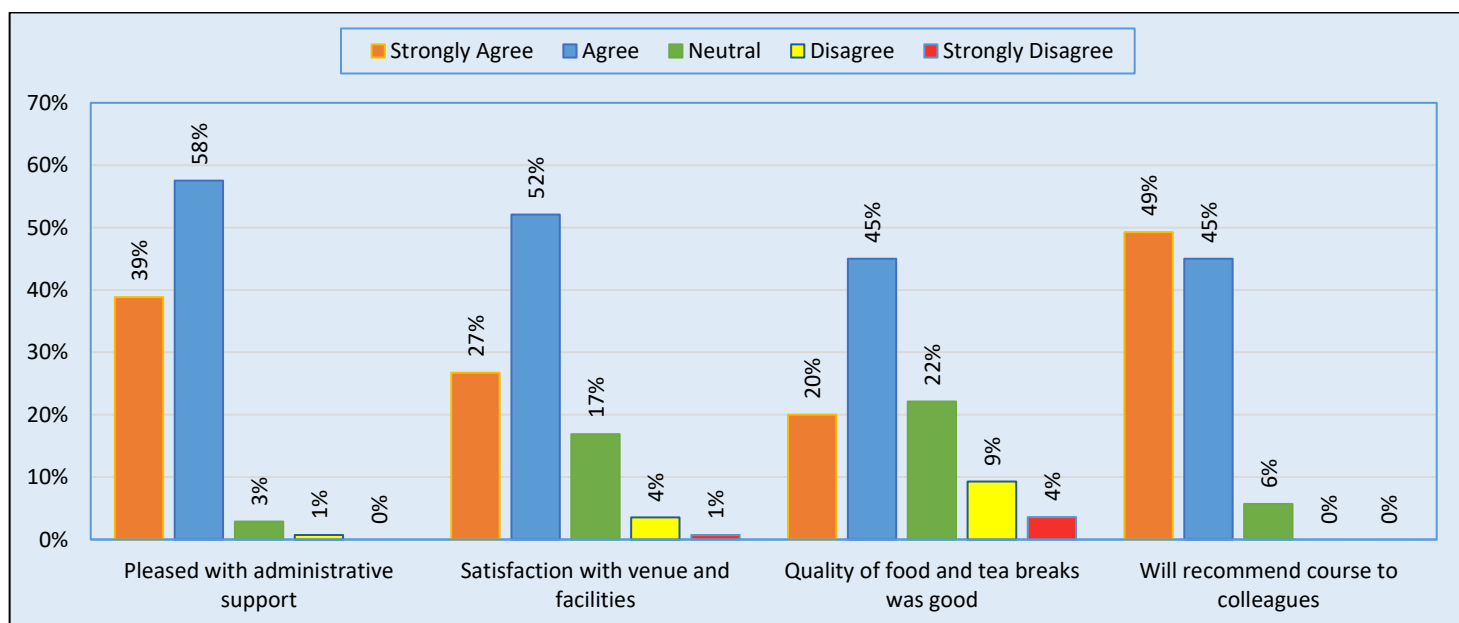


Table 2: Administrative support and catering

**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. *All the modules were relevant to us. The modules Change Management, Communications, Quality and Productivity Management were very interactive;*
2. *All the trainers were friendly and easy to approach, even the staff were very welcoming;*
3. *Awareness in other countries practices;*
4. *Gives an opportunity to learn more from different lecturers;*
5. *I appreciated very much the services provided. Most of the lecturers have helped me to grow in terms of knowledge;*
6. *Increase in knowledge specially in communication;*
7. *It was very lively and interesting;*
8. *It's a good initiative from the Ministry of Civil Service;*
9. *Its relevance, applicability, getting to know civil servants from different ministries;*
10. *Knowledgeable and experienced trainers;*
11. *Learn from real experience at work;*
12. *Learn new ideas;*
13. *Lecturers were very helpful;*
14. *Many topics covered were eye opening for e.g Communication and Quality Management;*
15. *New innovation in the Government section;*
16. *Other perspective to tackle problems;*
17. *Professional coaching and advice;*
18. *Refreshing knowledge;*
19. *The excellent choice of tutors/lecturers;*
20. *The practical examples/workbased;*
21. *The quality of food – adequate, healthy and light;*
22. *The time table was well planned;*
23. *The trainers are from the private sector, mainly doctors and they have work experience abroad. It is a great opportunity to learn from them;*
24. *The training helped me to enrich my knowledge about particular domains such as customer service and communication. Made new friends from different ministries;*
25. *Very interesting and fruitful;*
26. *Very useful practical approaches;*
27. *We are being pampered. Every two hours we do have something to eat. Thanks a lot;*
28. *Well organised;*

**B.** What aspects of the training could be improved?

1. *Overall was ok. The setting of the room should be improved;*
2. *Additional workshops in the topics covered;*
3. *Duration;*
4. *Get slides on topics to be covered in class per day;*
5. *If possible to have at least a half day yoga class;*
6. *Improve vegetarian menus (tofu was served on 3 occasions for veg);*
7. *Less formal/more interaction;*
8. *Lunch time can be increased by 15 minutes;*
9. *More oriented towards Public Service;*
10. *Officers of the same cadre or ministry must be in one batch i.e. everyone in the Ministry of Education wanting to follow this course should be in one batch. As a result, better sharing of ideas on how to improve at work;*
11. *Starting time of the session;*
12. *The audio quality for during the training there were things we could not grasp as the sound was not audible;*



13. *The content of the course was very good. The only improvement is that if we can have our notes before the lecture;*
14. *The décor of the training room could be improved to make it a bit more dynamic;*
15. *The teaching materials could be upgraded;*
16. *The time allotted to certain modules were too limited;*
17. *The training is very good. I think if the same persons follow it till the last level, it will be better for them;*
18. *The training should be evaluated through given assignments to participants;*
19. *To add more and innovative topics in the modules;*
20. *To respect the allocated time for lunch/break;*

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

1. *Accepts challenges;*
2. *All the topics discussed and learned are relevant to my work practice;*
3. *Be a good listener with my stakeholders. I will do my work more smartly. Make my stakeholders more conscious about environment;*
4. *Become a leader and take initiatives;*
5. *Better working environment;*
6. *Bring positive change where possible and enhancing the work environment. Making it more conducive and productive;*
7. *By being more customer-oriented and more productive;*
8. *By bringing more productivity and value;*
9. *By ensuring a smooth transfer of learning to my workplace with the help of the supervising officer;*
10. *By giving quality to the jobs I am performing;*
11. *By improving processes and expedite matters at office;*
12. *By putting the knowledge acquired in this training in practice for e.g Communication, self-motivation for a better performance;*
13. *Certain modules were helpful but not everything can be applied to the Public Sector;*
14. *Change Management in terms of getting out of comfort zone and adopt change;*
15. *Communication skills – self-analysis, never mirror people;*
16. *Cooperation of each and every one at work specially the head/director;*
17. *Each resource person has left with us tips, knowledge, things which we will surely implement to improve our performance at work and our lives in general;*
18. *Encourage my colleagues towards a better service in the Public Sector so that the institution at which I am working is well appreciated by public;*
19. *Ensure that my subordinates deal properly with both internal and external customers;*
20. *Face a problem as a challenge;*
21. *I have studied management. It was a revision to me and it reminds us how we can adapt these attitudes at work;*
22. *I think I will not only rely on my superior officers to bring changes to my work. I shall do it myself with good reasons and ways;*
23. *I will be more responsible at work and strive to perform my duties to the best of my capabilities;*
24. *I will use more of what I acquired during the training to facilitate my work;*
25. *Improve customer care/communication/e-services;*
26. *More productive and innovative;*
27. *My way towards customers will definitely change;*
28. *Our mindset has changed. More customer focus. More motivated at work;*
29. *Quality and timely service delivery;*
30. *Reduce wastage;*
31. *Self-change of the mindset;*
32. *Share experiences on lesson learnt and improve the way of doing work;*
33. *Some aspects can be put into practice;*

34. *The training enables me to identify my weaknesses and enhance my ability/skills to perform better;*
35. *To be more attentive with my internal and external customer needs;*
36. *To be more positive and active. To be a good listener and more productive. Working smartly;*
37. *Training should start from the head of department, supervisors then the employees;*
38. *Will try to impart whatever I have gained from this training to other colleagues and at the same time to cross fingers in hoping to change certain mindsets and attitudes;*
39. *With a new mindset, improvement is sure to follow;*
40. *Work more efficiently and provide services more rapidly by innovating;*

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

1. *Professional training focussed mainly on specific ministries;*
2. *A specific course for Assistant School Superintendents on how to improve performance at work;*
3. *Any programme that will enhance our working environment and which will help in transforming the ministry. Such training should be mounted more often to keep us up to date with new ideas, skills, changes as well as transformations;*
4. *Budget monitoring and preparation;*
5. *Building self-confidence;*
6. *Communication and Customer Care;*
7. *Counselling;*
8. *Emotional intelligence;*
9. *Handling members of the public;*
10. *Health and Safety;*
11. *How to deal with contractors/service providers effectively;*
12. *Human Resource Management (conditions of service, regulations...);*
13. *Importance of internal control and auditing in an organisation;*
14. *Interview techniques for job;*
15. *IT;*
16. *Knowledge of civil laws;*
17. *Leadership;*
18. *More topics relating to Psychology and behaviour officers vis-à-vis their work;*
19. *More training on Public Sector Reforms*
20. *Parenting communication;*
21. *Planning;*
22. *Presentation skills;*
23. *Productivity Management;*
24. *Prosecutions;*
25. *Public speaking;*
26. *Quality Management;*
27. *Rights of civil servants;*
28. *Specific training on specific ministries;*
29. *Stress Management;*
30. *Supervisory skills;*
31. *Training about discipline at work and more training relating to our work and also the regulations in force;*
32. *Training Needs Analysis;*
33. *Training on financial duties;*
34. *Training on Law, rules and regulations;*

#### E. Other comments

1. *As a whole, the training was very beneficial and a refresher course;*
2. *Bring improvements and ensure there is adequate tables and chairs for all people;*
3. *Candidates for training should be selected according to specific job grade and ministries;*
4. *Civil Service should make it mandatory for leaders/higher officials of departments to follow this course;*
5. *Continuous session if could be provided;*
6. *Courses about Change Management and Leadership should be given to Management level officers;*
7. *Enjoyed class with all lecturers;*
8. *Examples given were lively and interesting;*
9. *Helpful team. Very prompt to give services;*
10. *If such training could be organised on a yearly basis, it would be much better;*
11. *Liked the exercises, the clips and the small stories;*
12. *One more toilet;*
13. *Overall the training has help to expand our knowledge in different aspects of our work;*
14. *The toilets should be well cleaned, ventilated and perfumed;*
15. *To provide professional courses to technical cadres of the Energy Services Division. For eg technicians recruited on electrical background and working in various fields such as air conditioning, lifts, ups, generators etc...;*
16. *Veg meal not good. More variety should be proposed.*

#### 5. CONCLUSION

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It can be concluded that the envisaged objectives 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 class, in 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.