



CIVIL SERVICE  
COLLEGE  
MAURITIUS

*Enabling Public Service Excellence*

## **Feedback Report**

# **Training Programme in Performance and Public Service Excellence for Middle Management January – June 2019**

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## INTRODUCTION

This five-days course has been devised to provide the Middle Management Level with a better understanding of their roles and how to contribute in the organizational structure. With the implementation of the Public Sector Business Transformation Strategy, this course will help them to better understand how it is important to motivate and be more engaged in what they do.

The course aims to provide the participants with the fundamental principles of project management, strategic competency and leadership in promoting employee engagement in the public sector. Incorporating practical sessions, group discussions and role plays this course will develop the versatility of the participants in delivering excellent service. The topics which have been designed will help them adopt the right techniques in terms of strategic planning, project management and policy making.

Furthermore, for change to happen in the public sector, it is important that everyone is involved and work towards developing competency tools and adopt the best practices.

## OBJECTIVE

The objectives of the course are to enable participants to:

- ◆ Understand the principles of project management
- ◆ Understand the importance of strategic planning
- ◆ Define regulations, policies and procedures
- ◆ Understand the basic of economics and how this affect decision making
- ◆ Develop Quality Management principles

The course covered the following topics:

- ◆ Introduction to Public Sector Transformation
- ◆ Economics for non-economists
- ◆ Strategic Planning
- ◆ Project Management
- ◆ Law making & Quality Management System
- ◆ Strategic Planning
- ◆ Strategic Competency Development & Tools

## LEARNING OUTCOME

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

- ◆ Develop a problem solving attitude
- ◆ Understand the importance of critical thinking
- ◆ Understand why scenario planning is important for successful organisations
- ◆ Apply quality management framework and process
- ◆ Better interpret regulations and other law making policies

## FEEDBACK

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

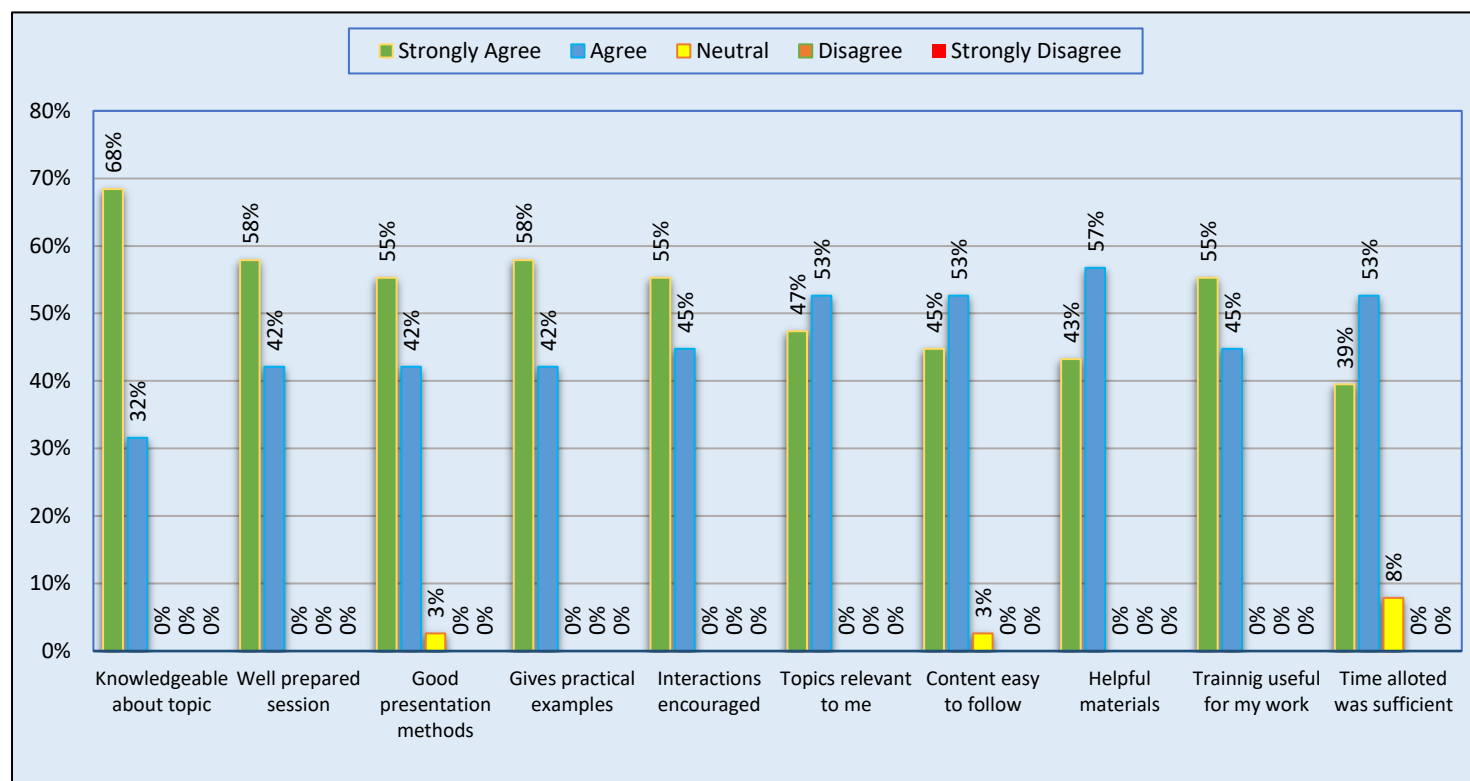


Table 1: Assessment of trainer's effectiveness and session

Below are some comments on the resource persons:

1. *Knowledgeable Trainer;*
2. *Very dynamic strongly recommend for training;*
3. *Very engaging;*
4. *Excellent;*
5. *A very good lecturer who gives examples pertaining to actual situations;*
6. *Very lively and pleasant character;*
7. *Outstanding;*
8. *Knows how to capture the attention of his audience. Friendly personality and very knowledgeable in his subject area. He should hold more training session;*
9. *Very proactive and has rendered the class interesting and joyful;*
10. *Provide real life case studies;*
11. *Motivating and knowledgeable;*
12. *Good Communication Skills;*
13. *Excellent performance;*
14. *Displays professional interest;*
15. *Has allowed me to stand in front the class and talk. This has developed my personality;*
16. *Encourage participants;*
17. *Very competent;*
18. *Very experienced;*
19. *Uses good visual examples to demonstrate the knowledge;*
20. *Very friendly make us feel comfortable;*

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

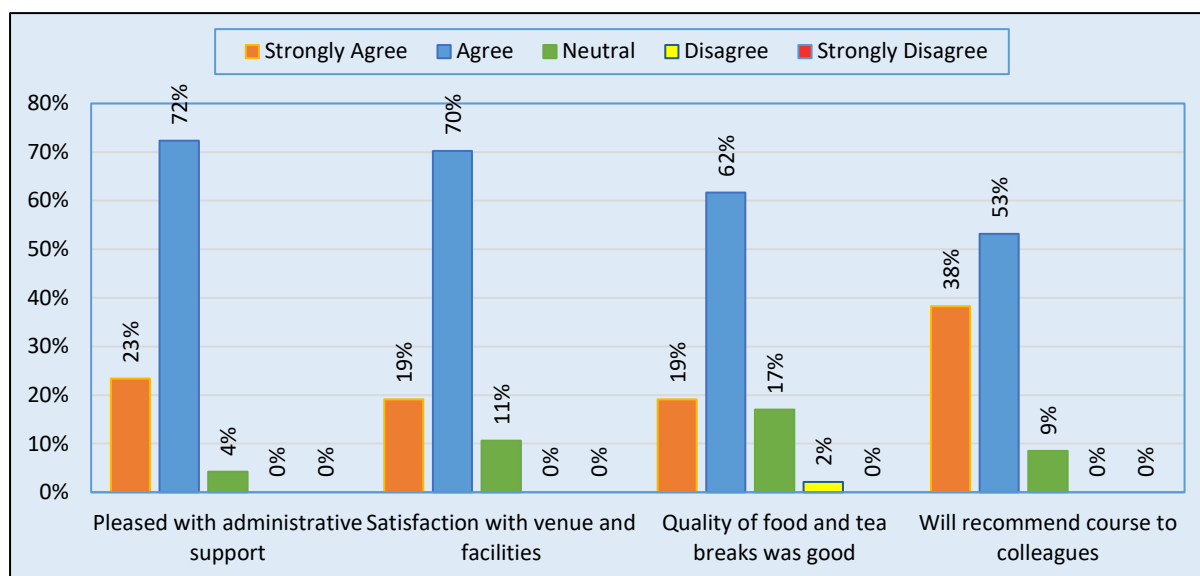


Table 2: Administrative support and catering

#### General Remarks

1. *Good & Food for vegetarians could be better;*
2. *It is necessary for many to follow the training;*
3. *The lunch time is too short;*
4. *Lunch is not healthy (sometimes). The setup of the table and chairs is not appropriate;*
5. *I ran short of the notebook provided (was full) and did not know if I could have a 2nd one Limited toilet (only one for each gender);*
6. *Nice and comfortable arrangement;*
7. *Food should be of better quality regarding bread;*
8. *Room in Atom House needs improvement;*
9. *The training room at ATOM HOUSE was uncomfortable;*
10. *Planning of the overall training;*
11. *should ask the participant for <food preferences> in the participation form itself;*
12. *The lunch should consist of bread not rice;*
13. *Tea break should be at 10.00 am;*
14. *The venue should be outside Port Louis;*
15. *Training room at Fooks House, better training environment (set up, toilet etc.) than at Atom;*
16. *Handouts of presentation should be handed over to participants. Technical problem with projector could not be resolved;*
17. *She overcomes her weaknesses and applies what she teaches on herself. Her score above surely demonstrate that she is strategic;*
18. *The interaction with staff of different ministries;*
19. *Critical mind;*
20. *For a better planning, implementation and control;*
21. *It refreshes;*

**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 this training?

1. *Has allowed me to broaden my knowledge and interaction with new people;*
2. *capacity building to cope with changing environment;*
3. *Exposure to management issues, strategic thinking and planning at work;*
4. *Strategic planning and law making;*
5. *New topics were introduced and their concepts discussed;*
6. *Learning about new subjects like economics and law;*
7. *Widening general knowledge;*
8. *Not boring at all. Covered some topics not directly concerning my work but very interesting for general knowledge;*
9. *This training was delivered by several lecturers specialized in their fields. So we have a diversity of information explained differently;*
10. *The lecturers were very well prepared and delivered quality materials;*
11. *Economics for non-Economist;*
12. *The interactive sessions were very helpful;*
13. *The trainers were very well versed with their topic;*
14. *The course content was adequate for me;*
15. *Session in law making by Prof. Torul;*
16. *Audio-visual presentation;*
17. *Prof Torul's session;*
18. *The teaching of strategic planning;*
19. *The session covered by Mr Achameesing;*
20. *Got an overview of some subjects we do not know;*
21. *Knowledge acquisition;*
22. *The topics are directly relevant to my needs. High Calibre Resource Persons;*
23. *The trainers were competent and knowledgeable;*
24. *The resource persons are excellent tutors;*
25. *well organised and well presented;*
26. *ORGANISATION AND CONTENT;*
27. *The economics courses;*
28. *The law making process;*
29. *Have gained new knowledge;*
30. *The course on Strategic Planning;*
31. *Strategic planning;*
32. *The sessions were very interactive and the lecturers were good. Mr Ganoo was excellent and convincing especially on factors affecting productivity. Dr. Ancharaz was excellent. Dr Achameesing's lecture was excellent;*
33. *I learnt new subjects e.g. economics, Quality Management, strategic planning*
34. *Related to civil servants;*
35. *The law making and economics for non-economist's side of training;*
36. *Well organised;*
37. *The way the training was delivered;*
38. *The topics discussed were interesting and I am now more equipped with more knowledge;*
39. *The interaction of the course;*
40. *Exposed to new topics and people;*
41. *Learn and share our experiences, this helps to enhance our knowledge;*
42. *The training was blended;*

43. *Project and Strategic planning;*
44. *Possibility to meet and interact with public officers from other sectors;*
45. *Innovative ideas;*
46. *The subjects chosen and trainers were appropriate;*
47. *It was interactive;*
48. *The interaction between presenter and follower;*
49. *a commendable experience that will surely impact on my service delivery positively;*
50. *The spirit of bringing officers from various departments and sharing of views from different perspectives under same topic;*
51. *Provide copy of the different lectures;*
52. *To give a C.D on the training programme;*
53. *To be related to the work that I am doing;*
54. *Reports writing, handling of emergency calls in departments such as fire services, MOH, police etc.;*
55. *Some of the presentations were adapted to the private sector;*
56. *The session of Economics was very much relevant to the current situation of the country;*
57. *The course contents and quality of teaching. Exposure to a wide variety of knowledge and work experience;*
58. *It provided me with knowledge that will help me to perform my work better;*
59. *It refreshes our memory and add to our knowledge. It was great to see Doctors following the course;*
60. *It provided me with knowledge that will help me to perform my work better*
61. *Economics session and strategic planning;*
62. *Meeting with intelligent and practical people;*
63. *The participation of all trainees;*
64. *Increase knowledge;*
65. *The training is more of a professional level;*
66. *The Interaction-Nobody is left behind;*
67. *Discussions on the practical problems encountered in the public service;*
68. *Interactive;*
69. *Resource persons were very knowledgeable and participation was encouraged;*
70. *The interactions with the group;*
71. *I got the opportunity to meet officers from different ministries/departments and keep up to date about their various challenges as well as services provided to public;*
72. *interaction with people of different backgrounds;*
73. *The topics are relevant to the work experiences in the civil service;*
74. *It is a refresher course on what is being actually done at my work place and it is most welcome;*
75. *The effectiveness of the resource persons;*
76. *Well organised/lecturers punctual and well prepared;*
77. *Interaction among friends of different ministries facing the same issues;*
78. *Meeting other colleagues of civil service;*
79. *To meet other public officers and learn about their job;*
80. *Covered various important topics;*
81. *The participative and practical sessions;*
82. *Interactive sessions;*
83. *Participation and togetherness;*
84. *The session given by the lecturers;*
85. *New ideas coming from the resource persons;*
86. *Training session with Mr Achameesing was mostly appreciated. Young resource person, dynamic and with new perspectives that helped me to think out of the box;*
87. *This training is helpful in personal learning, contribution to sustainability and effectiveness;*

88. *The competency of the resource persons;*
89. *High standard of the lecturers;*

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

1. *Course could be spread over more weeks instead of several sessions in a week;*
2. *Handout should be given on DVD;*
3. *Extend number of contact hours;*
4. *Focus on administrative tools;*
5. *To include certain aspects of waste management;*
6. *Perhaps centering on departments' requirements;*
7. *To be more related to what is being done in the working place;*
8. *providing the presentation materials before the course so that we are more prepared and have a better participation;*
9. *Materials have not been provided. Maybe if they were provided before the training, it would have assisted us greatly;*
10. *Practical application to project management;*
11. *The sessions are too lengthy;*
12. *Projector display. Slides and course content to be sent by e-mail. None of my colleagues who follow the course before have got any e-mail as promised by lecturers;*
13. *Project management;*
14. *To increase the duration of the course;*
15. *Could have been a half-days course instead of full days;*
16. *Resource Persons to allow time for participants to introduce themselves before starting lecture;*
17. *More time be allocated;*
18. *Increase the duration of the course;*
19. *Soft copy;*
20. *More time be allotted to the training;*
21. *Maybe more case studies and to add two sessions more;*
22. *Increase the no. of days of training;*
23. *CATERING;*
24. *Satisfied as it was;*
25. *It could be made more relevant to our work situations;*
26. *To increase the number of days;*
27. *More days instead of five;*
28. *More time for law making;*
29. *More time can be allocated to module of 'Law Making';*
30. *The presentation by the lecturers and more interactions between lecturers and us;*
31. *Time allocation can be improved. Sitting arrangements can be improved (i.e. conference setting or workshop (easy to view slides);*
32. *More courses could be made available;*
33. *Sessions should not be too long (maximum 1 h session so as to be more concentrated on the topic;*
34. *The time allocated and the speed at which the course is dispensed (could be less fast);*
35. *Using practical approaches to management instead of theoretical ones;*
36. *This course should be adapted to public officers;*
37. *more elaborated course contents and better organised through handouts during the course /session;*
38. *Session to start at 9.30 to enable all participants to attend in time;*
39. *Work related aspect;*
40. *Trainers should provide hand-outs;*



41. Trainers should provide hand-outs;
42. classes and food provided to be improved;
43. Better lecturers;
44. More materials distributed;
45. Training room at Atom house;
46. Quality management System;
47. Setting the tables/sitting arrangement;
48. more skilled oriented;
49. The class set up should be reviewed to encourage participation. A u-shape set-up would be most appropriate;
50. PowerPoint materials should be shared with participants;
51. The introduction, the enlightening lecture about economics and the general set up in which the course is devised;
52. Not really aspects of the training, but I would suggest the selection of participants (Head of departments) who really can change the system of making the respectively departments to function more effectively;
53. Emphasize on quality;
54. Quality management;
55. Quality management;
56. With a broader aspect with my staff;
57. classroom setting; some topics were not relevant to public sector;
58. One <flow> power point slides to be used by all the lecturers and Resource Persons;
59. The time was very limited and should be increased, i.e. one session for 2 days;
60. Project management and law making process should be work related. The course was too open;
61. Any training is meant for a positive change;
62. Two working days per week is too much for middle managers. One session per week would be better as office work suffers a lot;
63. Apply the right methodology for planning and managing;
64. The training should be based on specific needs of various cadres;
65. More emphasis should have been bid on Public sector transformation that would have shed more light on things that are happening as most of the attendees do not work in administration;
66. The session on law making should be improved;
67. I'm satisfied with the training workshop and interactive sessions with all the resource persons;
68. more case studies than lectures;
69. Materials for sessions could have been emailed prior to attending the training programme;
70. The training should be based on the actual work system in place at ministries/department;
71. By providing printed notes for all projects;
72. More interaction;
73. Time allocated for sessions should be reviewed upward;
74. Discussing about problems which we encounter at work and finding solutions;
75. Distribution of materials;
76. Grammar/vocabulary of some speakers;
77. Handouts should be distributed in advance;
78. Regular sessions with such positiveness;
79. Practical training;
80. Time allocation;
81. University lecture type training should be banned. At this level, we need more training where discussions on actual issues can be freely debated. Be more interactive;
82. Law making session;

83. *Distribution of hand-outs;*
84. *To provide hand-outs;*
85. *Managerial skills;*

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

1. *I intend to put in practice whatever aspects discussed in the course at my level in my work;*
2. *Apply what I have learned;*
3. *To focus on strategic planning, quality management and have a critical mind;*
4. *Strategic planning and thinking;*
5. *By trying to implement some of the methods learned in the course-like discipline in work and strategic planning for a better way to tackle arising challenges;*
6. *Better planning of the future when the opportunity arises;*
7. *Most of the topics are not directly related to work;*
8. *Many changes unfortunately depend on top management who also follow such courses;*
9. *I certainly will try to apply some of these principles to bring improvement at my work place;*
10. *BY applying the lessons, I learned;*
11. *Improvement in Strategic Planning process relating to job;*
12. *I would discuss aspects of the training with my colleagues;*
13. *I will try to put into practice at work what I have learnt during the training;*
14. *By applying Strategic Planning;*
15. *Some aspects have already been applied before the course e.g. despatch of critical laboratory results;*
16. *By being more customer focus and improving quality with less time. "DOING RIGHT FIRST TIME" by strategic thinking and with the tools learnt in the lectures, "BE SMART";*
17. *Improve on management skills/strategic planning;*
18. *Adopt some methods of the various courses at work;*
19. *By being more committed in what I am doing;*
20. *By applying these concepts at work;*
21. *Through effective project management;*
22. *By thinking differently, being aware of the needs of my team, better communication, motivating my team to achieve excellence in service delivery;*
23. *Share knowledge with colleagues and apply the right practice that I have learned;*
24. *I doubt it;*
25. *More responsible and motivated;*
26. *STRATEGIC THINKING AND PERFORMANCE FOCUSED;*
27. *Better work planning and organisation;*
28. *Step by step continuous improvement may one day uplift the civil service;*
29. *Implement what I have acquired in my place of work;*
30. *Implement the ideas on planning;*
31. *Strategic planning;*
32. *By implementing what was taught during the sessions;*
33. *Having a knowledge of different topics, it will help enhance my performance;*
34. *Use strategic thinking in decision making;*
35. *Adopting new techniques shared to enhance processes and doing work in less time;*
36. *By applying the principles of strategic planning and quality management;*
37. *To bring improvement in our way of doing things. Application of some quality management concepts;*
38. *To be more results- oriented and customer-focus;*
39. *May adopt innovative form of management;*
40. *I hope to apply the knowledge gained;*
41. *To perform better in case of deadlock situation; strategic planning/thinking;*

42. *Use it to better manage the different resources available;*
43. *By trying to translate the skills and knowledge acquired in the daily work of my office, where applicable, so that it trickles down to the various layers of operation and impacts positively on the service offered;*
44. *Definitely I will change my workers' environment using tools learnt during the different session.*
45. *Adopt more of quality management in my mode of work;*
46. *Very unlikely;*
47. *Application of what I have learned in my field of work;*
48. *More aware of strategic planning and management;*
49. *Leadership and Management;*
50. *I will be more vigilant;*
51. *To insert ISO;*
52. *Use the skills acquired in the training;*
53. *Put into practice some e.g the management concepts;*
54. *Quality management and Law;*
55. *in terms of mind set/approach/strategy;*
56. *More emphasis on quality;*
57. *Perhaps on a micro level;*
58. *It will think differently;*
59. *To apply new changes at my level for improvement;*
60. *The part on law delivered on Day 4 could surely be extended to be more resourceful to public officers;*
61. *Due to above suggested aspects, as an individual and considering the level of hierarchy, we are just taking this course to enhance our knowledge rather than able to improve our work practice;*
62. *Law within service and equal opportunity at work;*
63. *I will try to apply strategic planning techniques;*
64. *Management and planning conscious;*
65. *Advanced Economics;*
66. *Not much. I'm not a manager;*
67. *Application of the course contents at the work place;*
68. *I will inculcate the knowledge acquired at my work;*
69. *By bringing some improvements that we have learned from the training but you will agree that this is not an easy task in the Civil Service specially when you have bad managers who fail to take responsibilities or are afraid of;*
70. *The process of budgeting;*
71. *I will inculcate the knowledge acquired at my work;*
72. *To apply the principles, correct;*
73. *To implement the strategic planning in every work to be done;*
74. *By adopting a different way of thinking and thus to bring improvement in my work;*
75. *To cover topics on the law governing public service, e.g. ethics, pensions, leaves, retirements;*
76. *By applying the knowledge acquired in the training;*
77. *Applying lessons learnt;*
78. *To use strategic thinking and planning with better outcomes;*
79. *By thinking strategically;*
80. *To plan, develop and implement better projects in my school through capacity building;*
81. *several interesting new ideas have popped up but this needs time for further reflexion to concretise same;*
82. *To participate and share knowledge to others;*
83. *with examples related to work situation, it will make work more interesting;*
84. *Apply the work tools learned in the session;*

85. *By applying the concepts, we learned;*
86. *sharing information learnt;*
87. *By applying the knowledge gained as such the quality system or how to manage projects;*
88. *Implementing knowledge acquired during course;*
89. *All that we gather from the training, to be shared;*
90. *To apply the principles of the training;*
91. *Implementing those ideas which can be applied to my department;*
92. *The training has indeed been helpful since I have already worked on a process;*
93. *To be a good leader, more focus with strategic planning;*
94. *To share the knowledge with colleagues;*
95. *Attitude, awareness and ability;*
96. *Self-improvement and motivation;*

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

1. *Training on assessment of structures and methods for rehabilitation of old buildings;*
2. *Total Quality Management;*
3. *Human Resource Management course;*
4. *Management skills and Administrative;*
5. *Training Needs Analysis;*
6. *Leadership;*
7. *Excel Programming;*
8. *Many of us are technical people and find ourselves in administrative position without any training. Hence training in administration and day to day administration would be important.*
9. *Course of Leadership for top management or to-be top-management staffs;*
10. *Leadership;*
11. *Training relating to new development in technology and innovation;*
12. *E-PROCUREMENT;*
13. *Management and Leadership skills by Mr. Ancharaz;*
14. *More Specialised and Technical trainings if possible;*
15. *This same course for the very Top Management;*
16. *An additional training in the field of my department;*
17. *Occupational Health and Safety;*
18. *Project Management;*
19. *Personal Management;*
20. *Training in procurement and supply;*
21. *soft skills for top management and line supervisors;*
22. *Manpower Assessment, HR Planning;*
23. *More on management and public administration;*
24. *Course in communication;*
25. *Statistical interpretation, research methods, analytical techniques;*
26. *A particular training programme for the procurement and supply cadre and administrative cadre;*
27. *Training on IT-use of IT to perform administrative work;*
28. *Course in projects write-up/Monitoring and Evaluation course in Communication skills/negotiation skills;*
29. *Stress management/statistics;*
30. *Techniques for the Drafting of Laws, prosecution matters/legal issues;*
31. *My specific concern is that I work in an area (intellectual property) which is dynamic and constantly evolving in the international arena and there is no training available on this subject*

*in Mauritius. The continuous training, we have embarked upon at the level of my office through distance learning courses provided by foreign organisations (World Intellectual Property Organization, World Trade Organisation, etc.) are due to own efforts and initiative and what saddens me is that there is no recognition whatsoever of the importance of such courses and to what extent they have contributed significantly in the performance of our duties and impacted positively on the delivery of work at my office. It is proposed that some of the unutilized funds devoted to the training be used for the funding of courses in this area, especially in the wake of the adoption of a new legislation on IP which will extend to new areas which will pose a challenge for us in as much as we do not have practical experience in these fields;*

- 32. Definitely some more training on management skills would help us to be more effective in our place of work;*
- 33. It is the first time that I have had the opportunity to follow such a course at the CSC and I am really impressed. The CSC is on the good track and keep it up. Try to enrol more and more officers in order to bring the desired transformation;*
- 34. Intensive quality management; Labour law and statutory Interpretation;*
- 35. Ministry-specific courses, e.g. training in economic diplomacy, regional integration, etc.;*
- 36. Communications skills, self-leadership. How to read the budget (according to Mr. Seedoyal, we do not know how to do so!!), public speaking;*
- 37. Eliminate wastage in the Public Service. Increase efficiency/effectiveness through IT;*
- 38. Continued Refresher Management Course;*
- 39. Training on procurement;*
- 40. First Aid; Regional Integration;*
- 41. Blue Economy/maritime safety;*
- 42. The food should be balanced;*
- 43. Procurement workshops; public financing; negotiation skills;*
- 44. Procurement laws and evaluation of goods and services;*
- 45. Laws pertaining to work;*
- 46. More skilled oriented training;*
- 47. More interaction between various ministries and departments, sharing each other's vision and mission and also more technical programmes to update each other's knowledge;*
- 48. Training specific to my ministry, e.g. on protocol and consular matters;*
- 49. Customers care and approach to public;*
- 50. I hope to deliver quality service, achieve good team spirit so that as a team we achieve customer satisfaction leading to job satisfaction ultimately;*
- 51. A customer service delivery to achieve international standards with the team of colleagues in the department I work in;*
- 52. Courses in law;*
- 53. Introduced medical and scientific field;*
- 54. Drafting of speeches, cabinet memos, cabinet info papers;*
- 55. Additional courses on Mauritian and International Laws; Enhancing decision-making capabilities;*
- 56. The process of budgeting;*
- 57. To give lectures on the financial aspects;*
- 58. HRMIS, financial management;*
- 59. CSCM could have courses of Diploma or BSC for officers at the middle department level for those are interested (even distance learning);*
- 60. Financial management within an anti-corruption environment;*
- 61. How to manage conflicts at the work place, stress management;*
- 62. Sustainability;*
- 63. How to meet the goal with a limited number of resources;*



64. *Team building; organisational management;*
65. *Procurement procedures;*
66. *Quality management;*
67. *Management related to industrial and work conflicts;*
68. *Contract management; procurement procedures for ministries; e-procurement;*
69. *About improving service delivery;*
70. *How to manage stress in work environment;*
71. *Training at department level;*
72. *Negotiation skills, talent management;*
73. *Leadership management, communication skills;*
74. *Trainings that bring positiveness on other work places;*
75. *Courses regarding government policies;*
76. *Leadership in public service;*
77. *Medical law;*
78. *Human Resources;*
79. *Planning after retirement;*

#### **E. Other comments**

1. *Management courses are important for technical staffs;*
2. *Carry out classes in a more centralised place like Curepipe for easier accessibility by car without parking problem;*
3. *Training could be held in centres other than Port Louis;*
4. *These sessions (different levels) should be organised yearly with same groups to enhance this leadership culture;*
5. *Expand it in Victoria Hospital;*
6. *Management commitment is the most important factor if any improvement is sought in the public service;*
7. *Group the training for one Ministry of all grades, will benefit the organisation;*
8. *When there is training related to our work, please inform us personally as well. Thanks;*
9. *The courses were of good quality;*
10. *Regular training is required to civil servants in relation to their specific jobs;*
11. *To encourage transfer of learning: Ask participants to come up with one measure which they will implement in their organisation following the course;*
12. *The trainers were all excellent. I am inspired and motivated. Thanks;*
13. *Training was well organised;*
14. *Very satisfied;*
15. *Presentations should be circulated before the class;*
16. *Handouts should be provided during the session itself by the trainer/facilitator so that the content is more easily followed;*
17. *Course mandatory for all civil servants;*
18. *Time allocated not sufficient-course is long due. Such refresher course should be made available more frequently;*
19. *How will you gauge the effect of the course on the participants;*
20. *Could do better;*
21. *I wish to highlight the good quality of the food served and the number of Authentic Mauritian flavours I discovered during the training;*
22. *Foreign Trainers;*
23. *To kindly provide a bottle of water to each participant. To improve toilet amenities;*
24. *Kindly review the timing (dates) of forthcoming time-tables, as it causes the officers much disturbance to attend both training and work on the same day. There is disturbance in maintaining the work balance due to high responsibilities and duties. Hence, it is proposed that*

- such training be scheduled on a one-week flow to avoid disruptions at work (or on Fridays only);*
- 25. It is obvious that any training session brings knowledge and development of the trainee which helps the latter to perform better at work place. Support of top management is needed;*
  - 26. Focus the lectures on the government activities. After the lectures, try to do an assessment. Just to ensure that the trainees have grasped the contents of the lectures. Then, the target of the training will be reached. The certificate given will have its true meaning,*
  - 27. officers should be provided with at least 2 days course yearly;*
  - 28. Very impressed by the course and presentations contents delivered by trainers;*
  - 29. overall, very interesting;*
  - 30. The session should be arranged more frequently for public officers;*
  - 31. To hold similar training sessions more regularly;*
  - 32. Well organised;*
  - 33. The <Franc Parler> of all the resource persons for calling <a cat a cat> contribute to the HIGH level of training being provided;*
  - 34. To email the lecturers as soon as possible;*
  - 35. Good initiatives, keep it up;*

## CONCLUSION

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 encourage continuous progress in their workplace.