



CIVIL SERVICE  
COLLEGE  
MAURITIUS

*Enabling Public Service Excellence*

## Feedback Report

### **Level 4: Certificate of Achievement in Service and Performance Excellence**

## TABLE OF CONTENT:

---

<b>1. Introduction .....</b>	<b>2</b>
<b>2. Objective .....</b>	<b>2</b>
<b>3. Learning Outcome .....</b>	<b>2</b>
<b>4. Feedback .....</b>	<b>3</b>
<b>5. Part A .....</b>	<b>3</b>
<b>6. Part B .....</b>	<b>4</b>
<b>7. Part C .....</b>	<b>5</b>
<b>8. Conclusion .....</b>	<b>10</b>

## 1. 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 organisational 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.

## 2. 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

## 3. 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

#### 4. FEEDBACK

---

**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. *Knowledgeable Trainer*
2. *Outstanding*
3. *Good*
4. *Fairly well delivered lecturer*
5. *She is remarkable*
6. *Good Personality with skills & Knowledge*
7. *Good experience as a Government Officer*
8. *The resource person is a pro civil servant which is good but we need to be open as well*
9. *Well prepared*
10. *Good*
11. *Positive Impact*
12. *Helpful*
13. *Good Knowledge*
14. *The Trainer is well conversant*
15. *Dynamic*
16. *Very good presentation*
17. *Skilled*
18. *Good communication Skills*
19. *Time not enough*
20. *Experienced one*
21. *Interactive session and well prepared*
22. *Positive Impact*
23. *Helpful*
24. *Good Knowledge*
25. *The Trainer is well conversant*
26. *Dynamic*
27. *Very good presentation*
28. *Skilled*
29. *Good communication Skills*
30. *Time not enough*
31. *Experienced one*
32. *Interactive session*
33. *Outstanding*
34. *Experienced trainer*
35. *He has good training skills*
36. *Displays motivational skills and dynamic with enthusiasm and well versed on topic*
37. *Excellent mastery of the subject.*
38. *Very interactive and hands on example*
39. *Session was very informative and method of delivery was easy*
40. *Good Communication Skills*
41. *Time not enough*
42. *Experienced one*
43. *Interactive session*
44. *Good experience as a Government Officer*
45. *The resource person is a pro civil servant which is good but we need to be open as well*

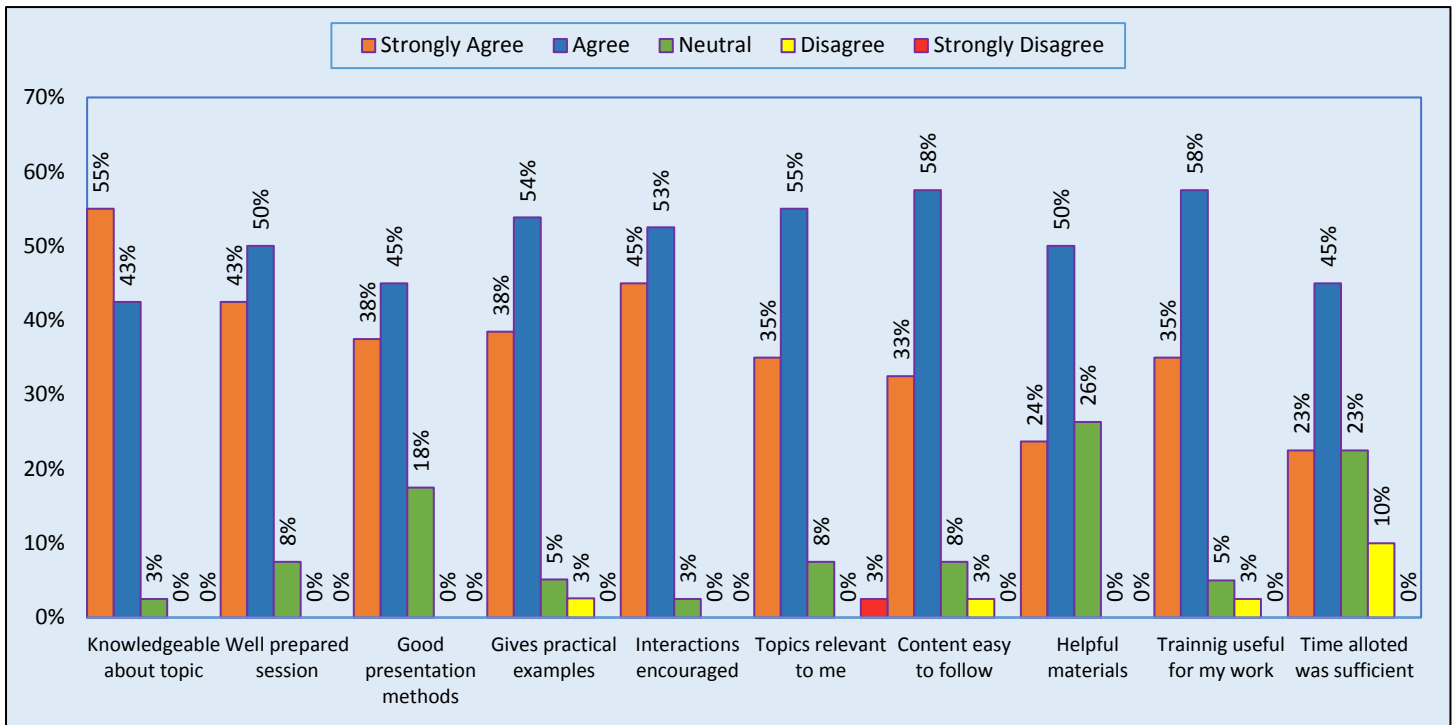


Table 1: Assessment of trainer's effectiveness and session

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

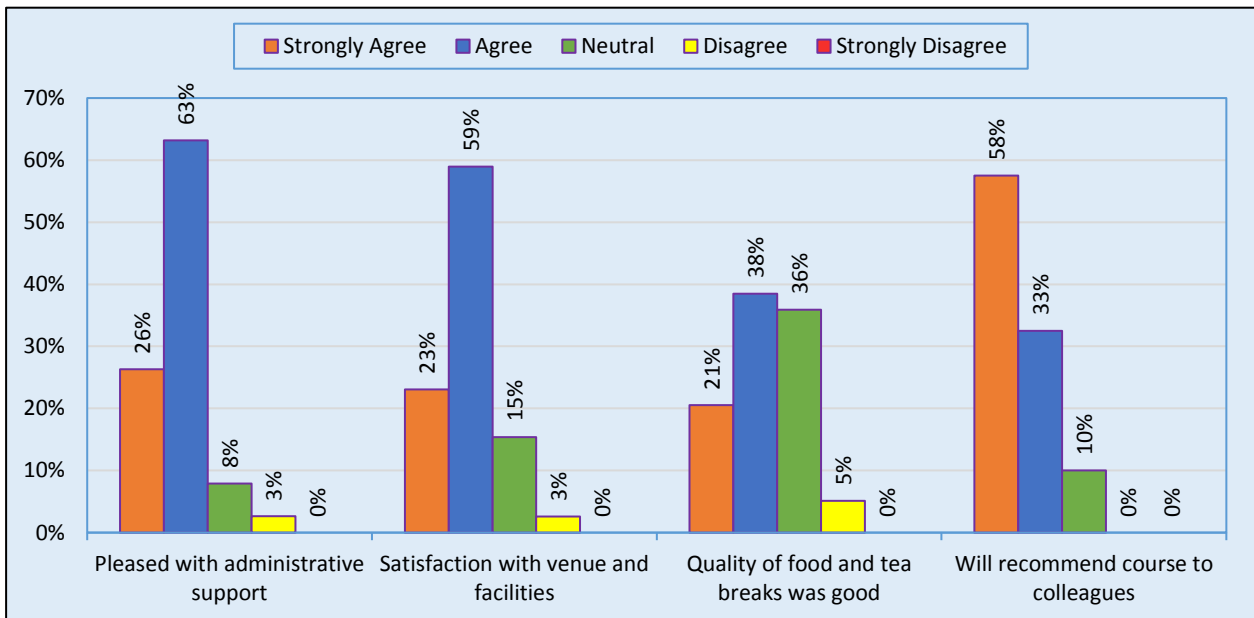


Table 2: Administrative support and catering

**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 this training?

1. *The knowledge about the topics, talent and level of teaching of different Resource Persons*
2. *Meeting other officers from other Ministries*
3. *The resource persons are knowledgeable*
4. *The contents covered were most appropriate for implementation at the work place*
5. *Interaction and participation encouraged by all resource person*
6. *The group work done helps to learn about what other ministries are doing*
7. *New modules were introduced and trainers were good*
8. *General knowledge encouraging leadership strength*
9. *The training session were very interesting and will be very helpful at my workplace*
10. *Relevant and very fruitful*
11. *We seize the opportunity to express our opinion freely*
12. *The interactive session*
13. *Open discussion session*
14. *The language used by resource person, simple and understandable examples*
15. *The diversity of the topics covered*
16. *Interaction with trainers and participants*
17. *Networking with other participants*
18. *A conducive environment for the training*
19. *The topics covered were broad and interesting*
20. *Organising on alternate days gave the opportunity to handle duties at office to some extent*
21. *Having resource person from the private sector has brought new insight on how to improve and benchmarking*
22. *The approach in presenting the topics were good*
23. *Well organised and up to the level*
24. *The choice of the trainers was a good one*
25. *The training sessions were well organised and emphasis was made on work situations*
26. *Group discussion, brainstorming sessions and practical examples*
27. *The practicability and relevance of the topics discussed*
28. *This training helps me to broaden my knowledge & improve the way for performing my duties*
29. *The topics were new to me; it helps in improving our knowledge*
30. *All modules covered were at the level. Resource person were good and all master their subjects.*
31. *Very informative training*
32. *The topics covered and the level of knowledge acquired, even tips for our personal development*
33. *There were opportunities for discussion, the training was very interactive and relevant to the day to day practice and the way the questions were weaved into presentation case study/group work through critical thinking*
34. *Exchange of ideas, socialisation between Ministries/Departments*
35. *Lecturers are well qualified and knows how to explain*
36. *It is a training that will help me in my day-to-day work*
37. *It helps me to be more responsible and concentrated at work*
38. *It will help me review the processes of my daily wok*
39. *Some readily applicable concepts*
40. *The lectures are of very high calibre*

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

1. *Additional printed notes about the course being given to the participants*
2. *Lengthen the course for at least two days*
3. *All were good standard*
4. *Logistics and if a technician could standby in the building or level itself so that when there is issue about logistics, s/he is readily available*
5. *Training in a resort would be welcomed*
6. *Sufficient written documents provided along with informatics devices*
7. *Additional time could be allocated for each session, extend the training sessions to more days if possible*
8. *All aspects were outstanding*
9. *The seating arrangement. Twisting the head for the whole day can be very uncomfortable*
10. *The time slot should be increased for proper assimilation*
11. *Visual presentation, PowerPoint & logistics*
12. *More such courses would have been beneficial to Public Officers*
13. *To provide handouts to participants*
14. *The materials should be made readily available on the CSCM website*
15. *Resource persons from Civil Service to deliver the course so that they can give examples from their experience in the Civil Service and understand also the functions of Ministries which is not similar to the Private Sector*
16. *Practical examples relevant to the Civil Service, explaining the organisation and roles and responsibilities of different post*
17. *Some aspects/topics of the training should have been longer and more elaborated*
18. *More time could be allocated for the different topics*
19. *More interactions, less theoretical and more dynamism*
20. *Use of creole language & Mauritian culture in the training without technical words*
21. *A CD of the presentation could be provided to us along with our certificate, please*
22. *Availability of Wi-Fi*
23. *May be from time to time, training could be given in a more pleasant environment*
24. *More handouts would be helpful*
25. *Most trainers are from the private sector, they are not aware of the public service reality*
26. *Handouts should be provided before the beginning of the course*
27. *More training on these subjects should be provided more regularly during the year to remind participants to apply those techniques learnt*
28. *Parking facilities for participants would be very much appreciated*
29. *Training subjects should be more specific to public service, brainstorming sessions among respective cadres could be organised*
30. *Training should be a continuous process & bring as many public officers so that they also benefit from the training*
31. *Seating arrangement should be revised*
32. *More flexibility to change date/ replaced a missed class due to emergency*
33. *The PowerPoint presentation in hard copies could be handed over to participants prior to the training and we could take note on the hardcopies when the resource person highlights some important issues*
34. *We, officers, are not well versed in the topics and the half-day session was really too short*
35. *The working session – more practical and more group work and brainstorming*
36. *Provide the training materials before the training starts*
37. *The training could be spread over several weeks*
38. *Better to have training on half day rather than full days*
39. *Why not some exam-based courses leading to a true certificate*
40. *More such courses would have been beneficial to public officers*

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

1. *By applying the knowledge received during the training*
2. *To share my acquired knowledge & experience with colleagues and subordinates and to make application of and evaluate its impact*
3. *By starting to put into practice the knowledge I acquired during the training*
4. *Not all the training courses will be applicable in my field of work*
5. *Better decision making*
6. *To apply more of all the concept*
7. *Better managing of projects and better understanding of contracts*
8. *Encourage innovation, upgrading, quality assurance leading to accurate and quality results*
9. *It can help me to do certain task differently, i.e., adopting a different approach*
10. *I will apply all techniques on a daily basis*
11. *I have become more capable to adapt to transformation and also facilitate the process that is coming on my way*
12. *Think critically, make use of the tools/principles to deliver service in an effective & efficient manner*
13. *Better planning, better organisation of work, strategic thinking*
14. *Implement skills coached in the workshop*
15. *By avoiding wastage and be more productive*
16. *I will try to apply most of the knowledge acquired to the day to day running of my work*
17. *I will try my best to be a good leader and deliver in a timely manner*
18. *Put into practice strategic planning, project managing and quality management in carrying out my duties*
19. *Change in mind set in performing my duties*
20. *Give a much better quality service to customers*
21. *Be a better leader now, think more strategically*
22. *Now I can persuade my seniors to bring improvements at work following what I have learnt*
23. *By trying to do things differently, think strategically! Out-of-the-box thinking*
24. *Implementations of what have been taught in the courses at my work place*
25. *Work on a different perspective*
26. *With the knowledge and insights gained in this training, I am sure that my skills and knowledge will be enhanced*
27. *More planification on paper to substantiate requests*
28. *Much improvement to be effected at work level*
29. *Small change in workplace can bring big impact*
30. *Encourage more team work and ask for my juniors' advice so that I can take proper decisions*
31. *I will now adopt the steps required for a better planning, effective & efficient execution of projects or other works related to my department*
32. *To be more customer focus- internal and external, brainstorming session to all stake holders, from lowest to top*
33. *I have learned to always find the opportunity in every situations and make changes which I need to help towards betterment of the place*
34. *I don't think this training will change my work practice, I have already done the topics at the University*
35. *By having a more analytical view of problems, to better plan our objectives*
36. *Becoming true leaders, motivating the staffs for a better & efficient performance to give a better service to the public*
37. *Share the knowledge with my colleagues*
38. *Review my management style, improved on anticipation & planning*
39. *Positive approach to change*
40. *Apply management practices to work processes*



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

1. *Project management*
2. *Information system*
3. *Budgeting and HR planning, new concepts that would help Civil Servants*
4. *Courses on Industrial Relation*
5. *Quality management in more details with concept of 6 sigma, lean, kaizen, cost benefits analyses*
6. *Tender preparation & evaluation*
7. *Budget preparation and procurement in Public Sector*
8. *Law courses and socio-economic development courses*
9. *Developing effective and attentive negotiation skills*
10. *Public responsibility in Good Governance*
11. *Knowledge management and strategic thinking*
12. *Advance IT tools software such as Excel, Stata, Eviews...*
13. *Legislative drafting*
14. *Public administration*
15. *Policy making*
16. *Managing change for transformation*
17. *Achieving success through emotional intelligence*
18. *Management for non-managers*
19. *Leadership skills*
20. *More elaborated sessions on project management*
21. *How to deal with criminal offences in which legal officers are involved*
22. *Handling conflicts at the workplace*
23. *Public speaking*
24. *Training in project writing and techniques of assessment*
25. *Negotiation and mediation skills*
26. *Supervisory skills*
27. *First aid*
28. *Basic Microsoft Excel/Word*
29. *Using internet and email*
30. *Interpretation of laws- broadly & specifically*
31. *Drafting legal reports/papers: rules/regs/laws*
32. *Writing mails, reports in French*
33. *Customer service excellence*
34. *HRMIS*
35. *Quality assurance*
36. *Performance management system*
37. *How to conduct continuous education in each department*
38. *Enterprise risk management*
39. *Risk Assessment of Public Policies*
40. *Management proficiency*

## E. Other comments

1. *It would be appreciated if the list of all participants could be shared to everyone from the very beginning of the course/training for team building purposes which would help to know each other*
2. *More 1-2 days' course on these same topics can be given to officers willing to learn about these*
3. *Training should be provided to all officers at all levels in the Civil Service to bring transformation in Ministries/Departments*
4. *Quality of the pen is not appropriate when jotting notes quickly, most participants are using their own pen*
5. *The relationship between administrative cadre and the technical cadre is conflictual. Should harmonise relationship through knowledge & understanding, appropriate course should be organised*
6. *This training is already having a positive impact on my work, I have learned a lot and I am definitely going to apply acquired knowledge to perform my work better*
7. *All trainers have encouraged interactive participation by ensuring the involvement of all present, they have shared leadership skills, course was beyond expectation*
8. *I would suggest to cater better lunch for vegetarians*
9. *More interactive programs should be encouraged*
10. *The training was very interesting. Personally I became aware of new things like economy & law of our constitution*
11. *These courses need to be provided to the Head of the organisations*
12. *The training should be given to senior officers who are about to move to managerial past, it will be very helpful*
13. *Stress management courses will be beneficial to optimise productivity without jeopardising the health of staff*
14. *Training should not disturb the smooth running of the Ministries, there should be proper planning*
15. *These courses would have been best for Top Management Level, as strategic thinking decision, project are under their responsibilities*
16. *All Ministries to become ISO certified*
17. *There should be further extensions in similar workshops to empower public officer*
18. *The CSCM could organise job-related courses to serving officers, benchmarking to be done with other developed countries*
19. *The training has increase my knowledge*
20. *Some courses should be developed on making civil servants more responsible towards their work and on the risks of doing unethical things and due to submission of political pressure*
21. *At times the course was a bit long & tiring, may be courses may be run from 10am to 3pm in the future*
22. *What we learnt must be shared with our colleagues, ready to share knowhow and experience*
23. *The top executives of Ministries should also be given the opportunity to benefit from the training sessions as ultimately they are the drivers of the organisation*
24. *The training should include components on the importance of organisational culture*
25. *On the whole, the course was at level of our expectation*
26. *Good training, liked it a lot*
27. *Case studies help a lot, and make us use our rusted mind and thinking strategically*
28. *The course is fruitful and similar refresher training should be organised in the future*
29. *The training was a reminder of skills in personal development and also general knowledge*
30. *Very good initiative of the Civil Service College*

## 5. 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.