

DEPARTMENT OF CONSERVATION  
AND LAND MANAGEMENT  
WESTERN AUSTRALIA



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DEPARTMENT OF CONSERVATION & LAND MANAGEMENT  
**TRAINING & DEVELOPMENT**  
**MANUAL**  
1988

To be used by **all personnel** in consultation with their supervisors.

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# PART 1

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## INTRODUCTION

The Training and Development Manual is intended to serve as a reference to assist all personnel seeking to improve their performance and develop their careers. The courses outlined in this manual should not be considered as exhaustive; there are many additional courses available to personnel wanting training and development. On the job training, job rotation, transfers, acting positions, are all additional ways of achieving training and development. The need to successfully train and develop personnel is recognised within the Department and is aimed at achieving the most efficient use of people while maximising the economic and administrative efficiency of the Department.

All personnel should consult regularly with their supervisors in establishing a development plan and seek out training courses which allow development to occur. The performance appraisal system forms an important, integral part of the process of establishing a developmental plan and should be used to ensure training needs are met.

Should any member of this Department require further assistance with establishing a development plan, attending training courses, or clarification of the material in this manual, they should contact any member of the Training and Development Committee or the Manager of the Human Resources Branch.

National Park Rangers should note that a number of courses are included in this manual that form part of the requirements for completion of the certificate in National Park Management. These courses have been marked with an asterisk. Further information about courses relevant to the Certificate are provided on pages 13 and 14.

## **PART 2**

## PROCEDURES

All personnel are encouraged to seek out training courses consistent with the goals set within the context of the performance appraisal review with their supervisor. When agreement has been reached as to a proposed training programme for the year, the following procedures should be followed.

1. It will be the responsibility of District, Branch and Section managers to prepare and monitor their own training budgets for Departmental inservice courses. The Human Resources Branch has responsibility for budgeting for the payment of course fees to external training agencies such as A.I.M., T.A.F.E., I.F.A.P., etc.
2. Nomination to attend a training course should only be made after careful consideration of the training need, and the relationship of the training to the development plan that has been identified.
  - 2.1 There must be a clearly identified need for training.
  - 2.2 As some training courses are offered more than once during the year, the specific dates for attendance must be included.
  - 2.3 Supervisors must ensure that leave programmes, the number of training courses attended by the nominee, the work priorities and programme, cost to the Department, benefit to the person/Department are all duly considered prior to nominating any personnel.
  - 2.4 All nominations should be forwarded to the Assistant Manager - Training and Development through the Regional Manager who will review the nominations relative to Regional priorities.
  - 2.5 When a number of nominations are made for the same course, they should be given a priority by the Regional/Branch Manager before forwarding to the Assistant Manager - Training and Development.
  - 2.6 Nominations must reach the Assistant Manager - Training and Development 6 weeks prior to the commencement of the course.

- 3 The Assistant Manager will then forward nomination details to the relevant training course co-ordinating officer, or the external agency involved.
- 4 Following approval to attend and nomination, the supervisor responsible, and the person attending the course will be notified of the success of the application along with any further information about course attendance.
- 5 It is the responsibility of the supervisor to authorize and arrange travel. Accommodation arrangements will usually be made by the officer conducting a course and participants notified accordingly. Costs incurred in travel and accommodation will be paid from District, Section, Branch budgets.
- 6 There will be a requirement for all course participants to complete the course evaluation form - included in this manual, at the completion of the course.

The aims of this process are as follows:-

- (a) to ensure satisfactory course standards are maintained.
- (b) to ensure course material is relevant.
- (c) to monitor attendance at courses.
- (d) to provide the necessary information for keeping central records of attendance and successful completion of courses.

It is the **responsibility of all course participants** to complete and forward this information to the Assistant Manager - Training and Development.

It will often be possible for the **Conducting** officer to ensure that the course evaluation forms are completed in the final segment of a course. This will ensure all evaluation forms are completed and forwarded to Head Office.

Officers conducting courses will have access to this information for their own evaluation of course effectiveness and modification as necessary.

CLM 90

**DEPARTMENT OF CONSERVATION & LAND MANAGEMENT  
NOMINATION TO ATTEND PERSONAL DEVELOPMENT ACTIVITY**

**APPLICANTS NAME:** -----  
Surname                                      Christian Names

**LOCATION:** -----

**NAME OF COURSE:** -----

**COURSE CONDUCTED BY:** -----

**DATE:** ----- **VENUE:** ----- **FEE** -----

**REASON FOR ATTENDANCE:** -----  
-----  
-----  
-----  
-----

**SIGNATURE:** ----- **DATE:** -----  
Applicant

**ENDORSED:**    **DIST/SECT. MGR** -----  
                  **REG/BRANCH MGR** -----

**DATE:** ----- **A/C NO. LOCAL:** -----  
                  **A/C NO. H/O:** -----

Forward to Manager, Personnel Branch, Como.

Application Approved  
                                  Not Approved

**Signature Personnel Branch. HEAD:** ----- **DATE:** -----  
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**PART 3**  
**SHORT COURSES - 1988**

# SHORT COURSES - 1988

## 1. TECHNICAL SKILLS

TITLE	CONDUCTED BY/ CONTACT	VENUE	DATES
<b>Advanced Fallers Course:</b> For personnel required to:- fall very large trees, difficult to fall trees, falling trees in the fire situation, maintain and sharpen chainsaws.	Dept. John Evans Manjimup	Manjimup Pemberton	TBA
<b>Perup Field Ecology Course:</b> For personnel in field work and planning and who require knowledge and skills in practical aspects of ecology	Dept. Rae Burrows Manjimup	Perup	TBA
<b>*Basic chainsaw maintenance and handling.</b> All personnel using chain-saws must know sharpening procedure, general maintenance procedures, cross cutting, limbing and falling techniques, safe handling, hearing protection	Dept./IFAP Tony Brandis Bunbury	Esperance Busselton Karratha	February March 15, 16 Sept. 6, 7
<b>*Driver Training:</b> All personnel must demonstrate good knowledge of the traffic act, high level of skill in cab drill steering, acceleration sense, skid control, driving light 4 x 4 vehicles, driving heavy duty fire trucks.	Dept./RAC Tony Brandis Bunbury	Harvey Albany	May 17-19 July 19-21
<b>*Law Enforcement:</b> All CALM personnel are required to know the relevant parts of the CLM and Wildlife Conservation Acts and Regs, powers and limitations to powers, procedures of a law court, taking and presenting evidence, making a statement, role of Crown law.	Dept. David Mell Kevin Morrison Como	Busselton Kununurra	March 1, 2, 3 August 23-25
<b>*Work Safety:</b> The aims of the course are to provide knowledge and understanding of Departmental safety Policy and to develop a high degree of safety awareness. The course includes accident investigation, use of Chemical Users Manual, Hazchem system, lifting and carrying, hearing protection, workers compensation.	Dept. T. Wood Como	Harvey Albany Kalbarri	April 12, 13 June 14, 15 July 13, 14

TITLE	CONDUCTED BY/ CONTACT	VENUE	DATES
<b>*Search Techniques:</b> The aim of this course is to provide personnel with knowledge and skills required in operational searches for lost persons or property.	S.E.S. T. Brandis Bunbury	Bunbury District	TBA
<b>Cliff Rescue:</b> For those working in areas where knowledge of rescue techniques is important.	Norforce C. Done	Kununurra	Feb/March
<b>South Coast Regional Seminar:</b> Course aimed at personnel working within the South Coast Region.	Dept. P. Fishwick	Porongorups	Aug 1-5
<b>Softwood Silviculture:</b> To train Forest Officers in all aspects of softwood silviculture. An indepth study of this topic with an emphasis on pine establishment.	Dept. J. Kaye Bunbury	Bunbury (DM's, DF's) Manjimup (field staff) Bunbury (field staff)	March 1 March 21 March 23
<b>Outdoor Expeditions Skills Course:</b> For those interested in learning about bush craft navigation, lightweight equipment, and low impact camping.	Dept. D. Griffiths Murdoch House	Pemberton	TBA
<b>*First Aid Training:</b> A basic first aid course for all personnel.	Dept. A. Pears Collie	As required	
<b>Supervisor Training Course:</b> The course aim is to provide knowledge and skills such as supervision, training, communication.	Dept. B. Harvey Kelmscott	Busselton	August
<b>Environmental Protection Training Course:</b> A course for officers wishing to gain information about disease management and policy, minesite rehabilitation, hygiene logging practices - industry control, noxious weed and animal control.	Dept. F. Batini	Busselton	TBA
<b>Wildlife Officers Seminar:</b> Intended for Wildlife officers of the Dept.	Kevin Morrison Como	Perth	Aug 8 for 1 week

TITLE	CONDUCTED BY/ CONTACT	VENUE	DATES
<b>Tower Access &amp; Rescue Course:</b> A certificate Course aimed at providing the necessary knowledge and skills for those involved in tower maintenance.	Adventure West 15 Hepburn Way, Balga 6061 (09) 342 8678	Perth	3 day course
<b>Coxwain's Certificate</b> It is a requirement to have completed this certificate in using boats in the course of duty.	Marine & Harbours		
<b>Certificate Course in Timber Technology:</b> The course aims to provide education basis for careers in the timber processing industry. The course compises 14 units - timber industry wood properties, harvesting, seasoning, preservation, standards, adhesives, conversion, pulp and paper, engineered products etc.	TAFE J. Clarke, CALM, or Ray Crake WA Timber Ind. Trng. Comm. (09) 322 2088	Thornlie Manjimup	
<b>Senior District Management Seminar:</b> This 1 1/2 days seminar will cover such topics as: Corp. plan, timber strategy, stress mgt, conservation needs, cultural area mgt, planning process, teamwork, interview techniques.	Dept. K. Kelers	Busselton	April 13, 14
<b>Safety Course:</b> The course covers the following: Occ. safety and health legislation, Dept. safety organisation, accident investigation and reporting, hazard analysis, safe behaviour.	Dept. T. Wood	Busselton	May 9-11 May 11-13 May 16-18 May 18-20 May 23-25
<b>Aircrew Training Course:</b> This is a refresher course for navigators and incendiary machine operators and includes knowledge of ops for navigators and safe use and maintenance of incendiary machine.	Dept. G. van Didden	Bunbury	Sept. TBA
<b>Tree Planting Seminar:</b> Speakers at the seminar will address such topics as selecting trees for windbreaks/shelter, tree establishment, planting programmes, commercial timber, agroforestry, salinity control, insects, pathology, conservation and regeneration.	Dept. R. Edmiston	Busselton	November TBA

TITLE	CONDUCTED BY/ CONTACT	VENUE	DATES
<p><b>*Recreation &amp; Visitor Facilities - Introductory Course:</b> This course is intended for junior staff with some responsibility but limited experience in the area of recreation.</p>	Dept.		TBA
<p><b>Interpretative Activities Training Workshop:</b> Course designed for staff involved in co-ordinating school tours, holiday programmes, childrens activities, bird watching, nature walks.</p>	Dept. Gil Field	Dryandra	Sept. 15, 16
<p><b>Recreation Planning and Management:</b> The course will cover a range of topics including planning concepts, facility placement and design, planning for disabled users, visitor information, maintenance programmes.</p>	Dept. W. Schmidt	TBA	Aug/Sept TBA
<p><b>Advanced Fire School for Controllers and Fire Bosses:</b> A 3 day course covering advanced management, policy and plans, legal aspects, LFO roles, fire behaviour, fire suppression. The course is designed for potential LFO controllers fire bosses to provide knowledge and understanding of management and responsibilities in fire control.</p>	Dept. R. Sneeuwjagt	Busselton	Aug/Sept TBA
<p><b>Intermediate Fire School:</b>This course is designed for young officers with some experience and potential to assume the roles of supply despatch, sector boss at LFO's.</p>	Dept. C. Muller	Busselton	August TBA
<p><b>*Basic Fire School:</b> This course is intended for junior staff with limited experience and covers fire behaviour, fire suppression and knowledge and understanding of the Bush Fires Act.</p>	Dept. R. Sneeuwjagt	Busselton	June 20-24

## 2. COMMUNICATIONS SKILLS

TITLE CONTACT	CONDUCTED BY/	VENUE	DATE
<b>Correspondence and Report Writing:</b> Practical course emphasising grammatical accuracy, expression, syntax, style.	Dept. T. Brandis  AIM Course 051	Bunbury  Perth	June 22, 23  April 18, 19 June 16, 17 Aug 22, 23 Nov. 7, 8
<b>Verbal Communication:</b> This course is designed to improve verbal communication skills, including effective listening.	TAFE Ron Hallam SW College Bunbury GS Regional College, Albany	Bunbury  Albany	Nov. 4, 11  May 18, 25
<b>Developing Effective Negotiating Skills:</b> For personnel wanting to improve their knowledge of and skills in the negotiating process.	AIM 002	Perth	May 9-11, Oct. 31-2 Nov.
<b>Receptionists and Telephonists:</b> Dealing with the public - how to impress.	AIM 101	Perth	May 23 July 25 Oct. 17
<b>Interpersonal Skills:</b> To develop the skills necessary for effective management.	TAFE Ron Hallam SW College Bunbury	Bunbury	Aug 3 & 10
<b>Effective Speaking:</b> An introduction to public speaking.	AIM 026	Perth	June 8-10 Sept. 7-9
<b>Effective Presentation Skills:</b> This practical course addresses such aspects as: preparation, nervous tension, handling audience questions, presenting for maximum impact, effective meetings.	Brian Greedy Training (2 day course)	Perth	Feb 15 & 22 Nov 2 & 9 April 11 & 18 May 2 & 9 June 21 & 28

### 3. MANAGERIAL SKILLS

TITLE	CONDUCTED BY/ CONTACT	VENUE	DATE
<b>Introduction to Management:</b> To develop the skills and knowledge of those new to the management role.	AIM 004	Perth	Feb 15-19 April 11-15 June 20-24 Sept. 12-16 Nov 14-18
<b>Making Meetings Work:</b> For the Manager wanting to plan and conduct successful meetings.	AIM 048	Perth	April 26 Sept 27
<b>Time Manager Effectiveness:</b> To provide the means by which individuals can be more efficient and effective at work.	AIM 013	Perth	March 24-25 May 26-27 Sept 1-2 Nov 24-25
<b>Leadership Effectiveness:</b> For those Managers, executives wishing to strengthen their influence & effectiveness.	AIM 010 Aim 020	Perth	May 23-24 May 30-31 June 7-8 Oct 24-25
<b>Stress Management:</b> Participants will have an understanding of stress in the workplace, stress as a personal experience.	TAFE (2 1/2 day course)	Bunbury	Oct 26 Nov 2 Nov 30
<b>Time Management:</b> A 2 day course aimed at providing knowledge about managing time, identifying factors that waste time, delegation, setting objectives, time logs, setting priorities.	TAFE Ron Hallam	Bunbury	March 15, 16
<b>Making Meetings Work:</b> To provide participants with the skills and processes to facilitate and participate in more effective and efficient meetings. The course content includes: agendas, role of chairperson, taking minutes, use of time.	AIM 048	Perth	April 26 Sept 27
<b>Improved Handling of Grievance &amp; Discipline interviews:</b> The course content includes active listening, interviews, maintaining composure, conducting discipline interviews.	AIM 037	Perth	Aug 12 Oct 28

<b>New Age Thinking:</b> To provide an insight into thought control, goal setting, motivation, leadership, time management, stress management.	R. Properjon	Albany Geraldton Busselton SOHQ	TBA TBA TBA TBA
<b>Performance Coaching:</b> To help Managers learn the skills of coaching for improved effectiveness.	AIM 109	Perth	March 8-9 Sept 8-9

#### 4. HUMAN RESOURCE MANAGEMENT

<b>Interviewing Skills:</b> The course aims at developing the skills common to all interviewers.	AIM 035	Perth	June 2-3
<b>Instructing, Training:</b> For those wishing to improve their training skills and effectiveness.	AIM 107	Perth	Feb 8-1 April 18-22 Aug 1-5 Oct 17-21 Nov 7-10
<b>Performance Coaching:</b> The course aims to help Managers learn the skills of coaching for improved effectiveness and includes identifying the need for development, performance -capability relationship, different coaching styles, giving feedback, action planning, providing support for development.	AIM 108 AIM 109	Perth	



## 5. COMPUTING

TITLE	CONDUCTED BY/ CONTACT	VENUE	DATE
Computer Usage:	Dept	Perth	As required

Computer training in the Department is provided for in the following ways:

- a) Training in systems running on the network and in particular the Department's Concurrent Computer.

Eg. Hardwood, FMIS, Pine Budgets, General Ledger, Seeds, telephone Kangaroo Management, NEM etc.

On all such "systems", training is conducted within the Department. There are people in the Department responsible for looking after each "system" eg., Timber Production section is responsible for the Hardwood and Pine systems, and the accounts section is responsible for the Budgets, General Ledger and other financial systems.

Contact the relevant section and upon request assistance or training will be provided.

Computer Services is usually notified of courses conducted by external agencies on packages which run on the network. Eg. SPSS, SAS, etc. If such a course is run, Computer Services will try to notify those people who might be interested in attending.

It should also be noted that most systems and packages have in built help facility available on the screen.

- b) Training on packages running on micro-computers Eg., Multimate, DBase III, Lotus 1-2-3.
- Most packages have tutorials associated with them. It is suggested that these tutorials be worked through.

- Computer Services has some tutorial cassettes and accompanying manuals for DBase III, Multimate, and Lotus 1-2-3. These are available for loan from the section.
- There are some very experienced users of packages within the Department, only too willing to assist novices.
- Each package has help facilities with it. These can usually be obtained by pressing a Function Key Eg., F1 or Shift F1.
- It is recommended that all new users of a micro-computer package should attend a course. These courses are run externally by a number of companies, and cost between \$100 and \$400 dollars. Course schedules are usually forwarded to Computer Services for the coming 2 or 3 months. Such courses include:
  - Introduction to Multimate.
  - Lotus beginners/advanced.
  - Word processing.
  - Multimate beginners/advanced.
  - DBase III and DBase III + beginners/advanced and others.

c) Training in computer related fields.

Eg., Forms design, Project Leadership, Data Analysis, Program Testing, Networking, Data Communications.

All such courses are run by external agencies. Computer Services usually notified of such courses being run 1 or 2 months beforehand.

Any queries regarding training on computers can be directed to the Computer Services Branch.

**National Park Rangers:** The following courses listed in the manual will satisfy the requirements for exemption or part exemption from the TAFE subjects:- field safety, field projects, applied field management, search techniques and law enforcement.

- |    |  |     |
|----|--|-----|
| 1. | Basic chainsaw maintenance and handling                  | p 5 |
| 2. | Driver training.   | p 5 |
| 3. | Law enforcement.   | p 5 |
| 4. | Work safety.   | p 5 |
| 5. | Search techniques.                                       | p 6 |
| 6. | First aid.   | p 6 |
| 7. | Recreation and visitor facilities - introductory course. | p 8 |
| 8. | Basic fire school.                                       | p 8 |

The advance recreation planning and management courses are suitable for Grade 2 Rangers and above, while the introductory course, listed on page 10, is suitable for Grade 1 Rangers. The basic fire school is intended for Grade 1 Rangers; the intermediate fire school for Grade 2 Rangers; and the advanced fire school for Senior Park Rangers.

The safety course described on page 7 is aimed at middle level and senior Rangers and should not be attended by Grade 1 Rangers. The work safety course listed on page 5 is intended for Grade 1 Rangers.

Where Grade 2 Rangers and senior Park Rangers have not completed the basic courses for Grade 1 Rangers, they should endeavour to do so as soon as possible.

While the work safety course is required for exemption from the TAFE Certificate course, all Rangers are encouraged to attend both the work safety course and the safety course detailed on pages 5 and 7.

The courses not scheduled at present - Dieback recognition and Field engineering may be further developed and also offered during 1988. Details will be forwarded to all Rangers when these courses are finalised.

**PART 4**  
**HIGHER LEVEL ACADEMIC**  
**COURSES**  
**OTHER COURSES**

## **HIGHER LEVEL ACADEMIC COURSES**

### **Associate Diploma in Park Management - Riverina CAE (NSW)**

The aims of the course are to provide vocationall oriented management studies suitable for those working or intending to work in National Parks. The course offers streams in National Parks and Wildlife management, outdoor recreation management, and cultural resource management.

The course is based on 4 years (8 semesters) of part time external study. It is a nationally accredited award.

Some of the units require attendance at 2 day residential schools (at Riverina).

Further Information:

The course co-ordinator  
Asoc. Dip. in Park Management  
Riverina College of Advanced Education  
Murray Campus  
P.O. Box 789,  
ALBURY N.S.W. 2640  
(060) 21 5611

### **Bachelor of Applied Science - Computing Major - Curtin University Biology Major**

The purpose of this (multi-disciplinary science) course is to provide students with opportunities to combine a 3 year study program with support studies of their choice.

The course is a 3 year full time with a part time equivalent.

### **Bachelor of Business - Curtin University.**

The course offers streams in public administration, personnel and industrial relations.

The course is intended to prepare students for work in clearly identified professional occupations in industry and commerce or in government administration.

**Associate Diploma in Environmental Science - WACAE - Joondalup Campus.**

The course is designed to prepare individuals for occupations within the broad field of environmental management including wildlife and park management.

The course is taken full time over 2 years.

**Associate Diploma in Recreation - WACAE - Bunbury.**

This course consists of 2 years full time (or part time/external studies equivalent) and involves taking 20 units of study.

**Bachelor of Science, Bachelor of Environmental Science - Murdoch University.**

Students involved in these programmes are trained in the scientific approach to environmental assessment and management. They also are expected to acquire the wide perspective to appreciate the human factors involved in the administration and implementation of environmental policy.

The course is a 3 or 4 year full time course or the equivalent part time or external studies.

**OTHER COURSES**

**Coxswains Certificate - Marine and Harbours Dept.**

This certificate is the basic requirement for any employee of this Department who is required to use a boat in the course of his/her duties.

Further information about the course can be gained from the Marine and Harbours Department.

**Scuba Divers Certificate.**

Several courses, run by professional divers are offered through various sports shops.

**PART 5**  
**COURSE EVALUATION FORM**

# DEPARTMENT OF CONSERVATION & LAND MANAGEMENT

NAME OF ATTENDEE -----  
COURSE TITLE -----  
COURSE CONDUCTED BY -----  
DATE ATTENDED -----  
COST OF COURSE -----

## TRAINING COURSE EVALUATION

Your frank, responsible comments on the conducting and effectiveness of this course are sought. Please complete the answers to all the questions by circling the answer you consider to be the most appropriate. Any additional comments about the course will be welcomed; you may wish to add further notes in a separate letter to the Manager, Personnel Branch.

### 1. AIMS AND OBJECTIVES

These will be clearly stated at the beginning of the course by the person conducting the course. You should ensure that you understand these aims and objectives, and either note them down or get a photocopy of them.

(i) Were the aims clearly understood by you?

Yes					No
1	2	3	4		5

(ii) Did these aims and objectives appear to be relevant to you?

Yes					No
1	2	3	4		5

(iii) Were these aims and objectives successfully achieved?

Yes					No
1	2	3	4		5

COMMENTS -----  
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2. CONTENT

(i) Was the content of the course relative to the job you are expected to do?

Yes				No
1	2	3	4	5

(ii) Was there too much information for you to assimilate?

Yes				No
1	2	3	4	5

(iii) Were the tests you were given relevant to the course Material?

Yes				No
1	2	3	4	5

(iv) Was the course conducted at level which you consider appropriate to you?

Yes				No
1	2	3	4	5

**COMMENTS**

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3. COURSE ORGANISATION

(i) How well was the course conducted?

Excellent				Poor
1	2	3	4	5

(ii) How well was the course planned?

Excellent				Poor
1	2	3	4	5

(iii) Did the segments of the course appear to progress in a logical way?

Yes					No
1	2	3	4	5	

COMMENTS

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4. PROGRAM STRUCTURE

(i) Were there too many segments?

Yes					No
1	2	3	4	5	

(ii) Were the sessions too long?

Yes					No
1	2	3	4	5	

(iii) Was there too much group work?

Yes					No
1	2	3	4	5	

COMMENTS

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5. PROGRAM/SESSION LEADERSHIP

(i) Effectiveness of the course leader?

Yes				No
1	2	3	4	5

(ii) How effective were session leaders?

Excellent				Poor
1	2	3	4	5

COMMENTS -----  
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6. USE OF AUDIO VISUAL AND OTHER TEACHING AIDS

(i) Did session leaders make good use of the overhead projector, slide projector, black board?

Yes				No
1	2	3	4	5

(ii) Was too much use made of these facilities?

Yes				No
1	2	3	4	5

(iii) Could more use be made of these facilities?

Yes				No
1	2	3	4	5

COMMENTS -----  
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7. Would you like to see changes made to the course program/Organisation.

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8. Would you recommend this course to other members of the organisation?

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Please forward your comments to the Manager, Human Resources Branch, Como.

Thank you for your co-operation.