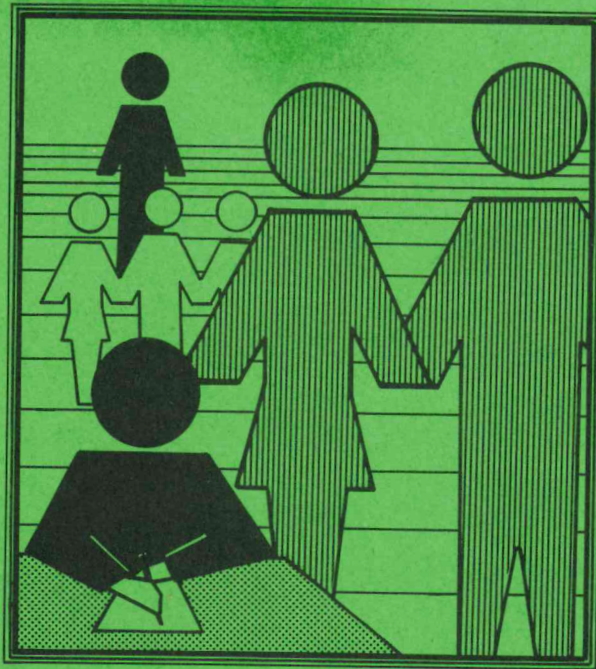


COMO RESOURCE CENTRE  
DEPARTMENT OF CONSERVATION  
& LAND MANAGEMENT  
WESTERN AUSTRALIA



# Training and Development Manual 1989

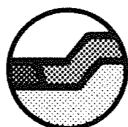
To be used by **all personnel** in consultation with their supervisors.



Department of Conservation and Land Management

# Training and Development Manual 1989

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



Department of Conservation and Land Management

# CONTENTS

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	PAGE
<hr/> <b>PART 1</b> <hr/>	
Introduction	1
 <hr/> <b>PART 2</b> <hr/>	
Procedures	2 - 4
Nomination	
Travel and Accommodation Costs	
Course Evaluation Form	
Nomination Form	
 <hr/> <b>PART 3</b> <hr/>	
Short Courses	5-16
Technical Skills	
Communication Skills	
Management Skills	
Human Resources Management	
Computing	
 <hr/> <b>PART 4</b> <hr/>	
Higher Level Academic Courses	17-19
Other Courses	
 <hr/> <b>PART 5</b> <hr/>	
Course Evaluation Form	20 - 25

# PART 1

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# INTRODUCTION

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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 Mr A. Brandis at the Harvey Office of CALM.

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 15 and 16.

## **PART 2**

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# PROCEDURES

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All personnel are encouraged to seek out training courses consistent with the goals set within the context of the performance appraisal 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 development plan.
  - 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, Mr A. Brandis 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 a course, the supervisor responsible, and the person attending will be notified of the success of the application along with any further information about 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 as appropriate.
  
- 6 There will be 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.



**PART 3**  
**SHORT COURSES-1989**

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## DEPARTMENT OF CONSERVATION AND 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 Assistant Manager, Training and Development, Mr A Brandis, Harvey.

Application

Approved

Not Approved

Signature Personnel Branch. HEAD: \_\_\_\_\_ DATE: \_\_\_\_\_

# SHORT COURSES-1989

## 1. TECHNICAL SKILLS

TITLE	CONDUCTED BY/ CONTACT	VENUE	DATES
<p><b>*Basic chainsaw maintenance and handling:</b> To teach chainsaw use emphasising safe use and maintenance of small chainsaws (up to 60cc)</p>	Dept. Alan Scott Como	Kalgoorlie Dwellingup Karratha Dwellingup	March 15,16 Jan 12,13 May 16, 17 Oct 12,13
<p><b>Crux 2000 Course:</b> Course necessary for certification of staff required in rescue ops.</p>	Rescue Training Aust K Cunningham	Hamersley	April 3-6
<p><b>Cliff and Cave Safety and Rescue Techniques:</b> Course aims to teach participants basic skills of safety and rescue using ropes, ladders, stretchers.</p>	Dept. R Klok B Cockman	Margaret River	Sept 5,6
<p><b>Scuba Diving:</b> A Scuba Diving update programme for officers currently using or likely to use diving skills in operations. Interested persons should contact G Pobar.</p>	Dept. Greg Pobar	Marmion Hillary's Boat Harbour	T.B.A.
<p><b>Animal Handling:</b> A course to teach basic techniques for handling indigenous fauna. Aimed at those personnel participating in Public Relation animal handling programs. Interested persons should contact JIM MAHER.</p>	Dept. Jim Maher	Perth	T.B.A.
<p><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.</p>	Dept. Alan Scott Como	Harvey Perth	July 11,12,13 March 22,23 (light 4 x 4 only)
<p><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.</p>	Dept. David Mell Kevin Morrison Como	Busselton Karratha (Millstream)	April 11,12,13 Oct 17, 18, 19

TITLE	CONDUCTED BY CONTACT	VENUE	DATES
<p><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.</p>	Dept. T Wood Como	Harvey	March 8
<p><b>*Search Techniques:</b> The aim of this course is to provide personnel with knowledge and skills required in operation searches for lost persons or property.</p>	S.E.S. T Brandis Bunbury	Bunbury District	TBA
<p><b>South Coast Regional Seminar:</b> Course aimed at personnel working within the South Coast Region.</p>	Dept. P Fishwick	Esperance	Aug 28- Sept 1
<p><b>Crop Tree Selection:</b> To instruct personnel in the standards to be applied to crop tree selection.</p>	Dept. J Kaye Bunbury	Bunbury	Feb 1-3
<p><b>Outdoor Expeditions Skills Course:</b> For those interested in learning about bush craft navigation, lightweight equipment, and low impact camping.</p>	Dept. D Griffiths Como	Pemberton  Dwellingup	July 2-7 July T.B.A. Oct 13-18 May 7-12
<p><b>Pine Establishment Training Course:</b> Participants will be instructed in site preparation, weed control and planting methods.</p>	Dept. R Fremlin	Bunbury	April 17-21
<p><b>*First Aid Training:</b> A basic first aid course for all personnel.</p>	Dept. A Pears Collie	As required	
<p><b>Outdoor Exp Skills - Leaders Inservice:</b> A course intended for leaders. It includes information and skills sessions and the assessment of performance throughout the course.</p>	Dept. D Griffiths	Pemberton	June 5-9
<p><b>Wildlife Officers Seminar:</b> Intended for Wildlife officers of the Dept.</p>	Dave Mell Como	Perth	July 1-7

TITLE	CONDUCTED BY/ CONTACT	VENUE	DATES
<p><b>*Field Engineering:</b> This course includes sections on road selection, culverts, maps, and mapping, simple surveys. (limit of 6 people).</p>	Alan Scott Como	Dwellingup	Oct 4,5,6
<p><b>Certificate Course in Timber Technology:</b> The course aims to provide education basis for careers in the timber processing industry. The course comprises 14 units - timber industry wood properties, harvesting, seasoning, preservation, standards, adhesives, conversion, pulp and paper, engineered products etc.</p>	TAFE J Clarke, CALM, or Ray Crake WA Timber Ind. Trng. Comm . (09) 322 2088	Thornlie Manjimup	
<p><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.</p>	Dept. T Wood	Busselton	May 15-17 May 17-19 May 22-24 May 24-26 May 29-31
<p><b>Aircrew Training Course:</b> This is a course for navigators and incendiary machine operators and includes knowledge of ops for navigators and safe use and maintenance of incendiary machine.</p>	Dept. G Van Didden	Bunbury	Sept TBA
<p><b>*Dieback Disease Management:</b> Course content includes: Disease biology, symptoms spread, impact, hygiene measures, and Dept. Policy.</p>	Dept. A Byrne A Moylett	Dwellingup	April 18,19
<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. W Schmidt Murdoch House	Dwellingup Cadet School	April
<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 Como	Donnelly River	Sept

TITLE	CONDUCTED BY/ CONTACT	VENUE	DATES
<p><b>Recreation Planning and Management:</b> The course will cover a range of topics including planning concepts, facility placement and design, planing for disabled users, visitor information, maintenance programmes.</p>	<p>Dept. W Schmidt Murdoch House</p>	<p>Point Walter</p>	<p>Aug/Sept TBA</p>
<p><b>Level 3 Fire Management Course:</b> A 4 1/2 day course covering advanced management, policy and plans, legal aspects, LFO roles, fire behavior, 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>	<p>Dept. Trevor Carboon Como</p>	<p>Busselton</p>	<p>Sept 18-22</p>
<p><b>Level 2 Fire Management Course:</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>	<p>Dept. Trevor Carboon Como</p>	<p>Busselton</p>	<p>May 21-25 Sept 4-8</p>
<p><b>*Level 1 Fire Management Course:</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>	<p>Dept. Trevor Carboon Como</p>	<p>Busselton</p>	<p>May 1-5</p>
<p><b>Fire Arms Safety:</b> The aim of this course is to enable personnel to use firearms safely and effectively and to be able to make any firearm safe. Training is given on a variety of weapons including pistols, low powered and high powered rifles.</p>	<p>Dept. T Brandis Harvey</p>	<p>Kalgoorlie</p>	<p>March 13,14</p>

## 2 COMMUNICATIONS SKILLS

TITLE	CONDUCTED BY/ CONTACT	VENUE	DATE
<b>Improved Report Writing:</b> Participants will develop the ability to write clear and pertinent reports.	AIM 151	Perth	Aug 8-9 Oct 19-20
<b>Receptionists &amp; Telephonists:</b> This course includes personality development, meeting clients, deportment and grooming, filing, mailing, note taking, effective speaking.	AIM 410	Perth	Aug 3 Oct 5 Nov 30
<b>Developing Effective Negotiating Skills:</b> For personnel wanting to improve their knowledge of and skills in the negotiating process.	AIM 122	Perth	Oct 30,31 and Nov 1 (3 day course).
<b>Effective Speaking:</b> An introduction to public speaking.	AIM 126	Perth	Oct 18-20
<b>Effective Presentations:</b> This practical course addresses such aspects as: preparation, nervous tension, handling audience questions, presenting for maximum impact.	AIM 125	Perth	Aug 3-4 Nov 22-24

### 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 104	Perth	Aug 14-18 Oct 16-20 Dec 4-8
<b>Conflict Handling for Supervisors:</b> Content includes conflict sources, assessing conflict handling style, using appropriate style, negotiations.	AIM 609	Perth	
<b>Leadership Effectiveness:</b> For those Managers, executives wishing to strengthen their influence & effectiveness.	AIM 110 AIM 120	Perth	April 27-28 Oct 26-27
<b>Fundamentals of Supervision:</b> This course addresses such issues as motivation communication, leadership instructing, planning.	AIM 601	Perth	Aug 7-11 Sept 4-8 Oct 9-13
<b>Time Management:</b> How to effectively manage your time, setting objectives, and priorities.	TAFE	Bunbury	Sept 19-20
<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 148	Perth	March 23 Sept 14
<b>Leadership:</b> Participants will learn about those qualities that make effective leaders.	TAFE	Bunbury	June 14
<b>Improved Handling of Grievance &amp; Discipline Interviews:</b> The course content includes active listening, interviews, maintaining composure, conducting discipline interviews.	AIM 137	Perth	June 6 Oct 4
<b>Meetings:</b> How to conduct, control effective meetings	TAFE	Bunbury	Sept 6
<b>Stress Management:</b> Participants will learn how to identify and cope with stress in the workplace	TAFE	Bunbury	Oct 25



## 4 HUMAN RESOURCE MANAGEMENT

TITLE	CONDUCTED BY/ CONTACT	VENUE	DATE
<b>Train the Trainer:</b> How to make effective training presentations, prepare objectives, use AV aids, evaluate training programmes.	AIM 506	Perth	Aug 28- Sept 1 30 Oct- Nov 3
<b>The Recruitment &amp; Selection Process:</b> Course includes job analysis, interviewing skills, questioning techniques. EEO	Aim 504	Perth	April 13-14
<b>Interpersonal Skills:</b> How to get the best out of those who we work with by good interpersonal skills.	TAFE	Bunbury	July 19-26
<b>Human Relations:</b> A one day course aimed at identifying ways to relate to others effectively.	TAFE	Bunbury	Aug 16
<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 504	Perth	Sept 11-12

## 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. MS Word, 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, MS Word, 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.
- Intermediate Multimate.
- Lotus beginners/advanced.
- Introduction to MS Word
- Intermediate MS Word
- Introduction MS Dos
- Intermediate MS Dos
- Micro Computer Awareness

It may be possible to conduct courses in:

- Advanced MS Word
- Advanced MS Dos
- Advanced Multimate

**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 Mr Craig Bowers of 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.                 | p7  |
| 2.  | Driver training.   | p7  |
| 3.  | Law enforcement.   | p7  |
| 4.  | Work safety.   | p8  |
| 5   | Search techniques  | p8  |
| 6   | First aid training.                                      | p8  |
| 7.  | Recreation and visitor facilities - introductory course. | p9  |
| 8.  | Field Engineering.                                       | p9  |
| 9.  | Dieback Disease Management.                              | p9  |
| 10. | Level 1 Fire Management Course.                          | p10 |

The advance recreation planning and management courses are suitable for Grade 2 Rangers and above, while the introductory course, listed on page 9, is suitable for Grade 1 Rangers. The Level 1 Fire Management Course is intended for Grade 1 Rangers; the Level 2 Fire Management Course for Level 2 Rangers; and the Level 3 Fire Management Course for Senior Park Rangers.

The safety course described on page 9 is aimed at middle level and senior Rangers and should not be attended by Grade 1 Rangers. The work safety course listed on page 8 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 and the safety course detailed on pages 8 and 9.

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

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## HIGHER LEVEL ACADEMIC COURSES

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

The aims of the course are to provide vocational 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  
Assoc. Dip. in Park Management  
Riverina College of Advanced Education  
Murray Campus  
P.O. Box 789,  
ALBURY N.S.W. 2640  
(060) 215611

### **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.

**Associate Diploma in Land Management** - CAE - Orange, NSW.

A course which provides practical training in the management of the environment with special emphasis upon the management of land for conservation and sustainable use.

2 years full time - available in external study mode.

**Associate Diploma in Wildlife and Park Management.** - SACAE - Salisbury Campus.

Students learn to apply knowledge and skills to the management of parks, wildlife and people in outdoor leisure settings.

2 years full time - available in external study mode.

**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**

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## DEPARTMENT OF CONSERVATION AND LAND MANAGEMENT

Name of Attendee \_\_\_\_\_

Course Title \_\_\_\_\_

Course Conducted By \_\_\_\_\_

Date Attended \_\_\_\_\_

Cost of Course \_\_\_\_\_

### TRAINING COURSE EVALUATION

Your frank, responsible comments on the conduction 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 sepatate letter to the Assistant Manager - Training and Development - Mr A Brandis, Harvey.

#### 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 \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**2. CONTENT**

(i) Was the content of the course relevant 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?

(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** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**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** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**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** \_\_\_\_\_  
\_\_\_\_\_

**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

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

Yes			No	
1	2	3	4	5

**COMMENTS** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**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.