



THE AMERICAN UNIVERSITY IN CAIRO

Training and Development Survey Report

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Executive Summary

Introduction

The Training Survey is designed to assess the training programs offered by the Training & Development Office in order to understand the university's personnel development needs and to improve the knowledge and skills performance in the work place.

On April 2nd, 2011 the Office of Institutional Research, emailed survey invitations to 303 AUC (Directors and Managers). Two survey email reminders were sent on March 10 and March 17, 2011. In addition to the e-mail invitation, a link of the survey was created for individual appointments made through the Training and Development Manager for 27 AUC (Directors and Managers). When the survey was closed 97 (29.4%) out of 330 responded.

Methodology and Organization of the Report

This report is divided into seven sections. In Section I, respondents' gender is presented. In addition, we reported the most convenient time for the respondents' to attend any training programs. Also, we presented how the respondents were informed about the training programs. The data are presented as frequencies and as charts. In Section II, respondents' report the usefulness of the training topics in frequencies and as chart. In Section III, the respondents' evaluations are presented regarding the quality of the training programs. In Section IV, we presented respondents' concerns of options to register in a training program as charts. In Section V, the respondents' level of satisfaction with the workshops and services is reported. In this report, we also cross tabulated the respondents' gender by level of training satisfaction. In Section VI, the respondents' gender is cross-tabulated by the training topics. In Section VII, the open ended questions are presented.

Section I:

The respondents' gender was 62.9% 'female' and 37.1% 'male'. When we asked the respondents about how they have been informed about the training program, 51.5% responded 'Training guide', 7.2% responded 'News@AUC', 38.1% responded 'E-Mail', 2.1% responded 'Word-of-mouth' and 1% did not report this question.

For the question, 'What is the most convenient workshop duration for you?', 17.5% of the respondents reported 'Half day', 33% reported 'One full day', 22.7% reported 'Two half days', 13.4% reported 'Two consecutive days', 12.4% reported 'Two separate days', and 1% did not report to this question.

When we asked the respondents to indicate the most convenient day in the week to attend training programs, 11.3% reported 'Sunday', 50.5% reported 'Tuesday', 16.5% reported 'Thursday', 10.3% reported equally for both Monday and Wednesday, and 1% did not answer this question.

Answering the question, "What is the best timing of the year to attend trainings?", 17.5% of the respondents reported 'Beginning of the semester' 29.9% reported 'During the mid year recess', 19.6% reported 'End of the semester', 28.9% reported 'Summer time', and 4.1% did not report this question.

Descriptive Analysis for Section I

Table 1

Gender	Frequency	Percent
Male	36	37.1%
Female	61	62.9%
Total	97	100%

Figure 1

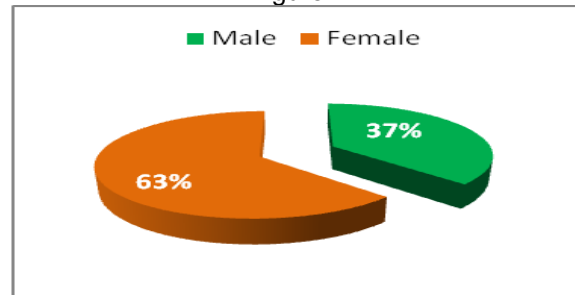


Table 2

How did you know about our training programs?	Frequency	Percent
Training Guide	50	51.5%
News@AUC	7	7.2%
Email	37	38.1%
Word-of-mouth	2	2.1%
Missing	1	1.0%
Total	97	100%

Figure 2

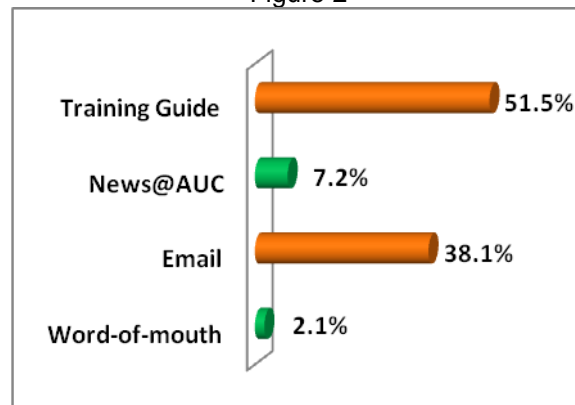


Table 3

What is the most convenient workshop duration for you?	Frequency	Percent
Half day	17	17.5%
One full day	32	33.0%
Two half days	22	22.7%
Two consecutive days	13	13.4%
Two separate days	12	12.4%
Missing	1	1.0%
Total	97	100%

Figure 3

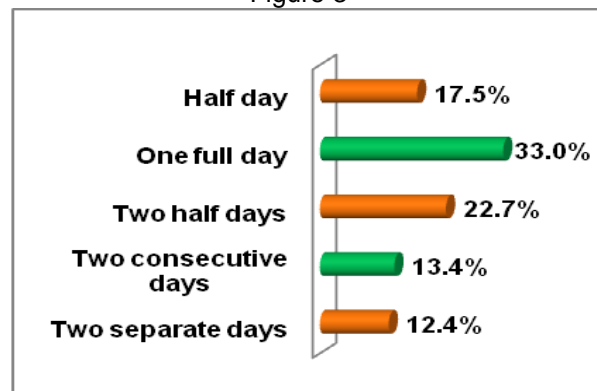


Table 4

Please indicate the most convenient day in the week to attend training programs?	Frequency	Percent
Sunday	11	11.3%
Monday	10	10.3%
Tuesday	49	50.5%
Wednesday	10	10.3%
Thursday	16	16.5%
Missing	1	1.0%
Total	97	100%

Figure 4

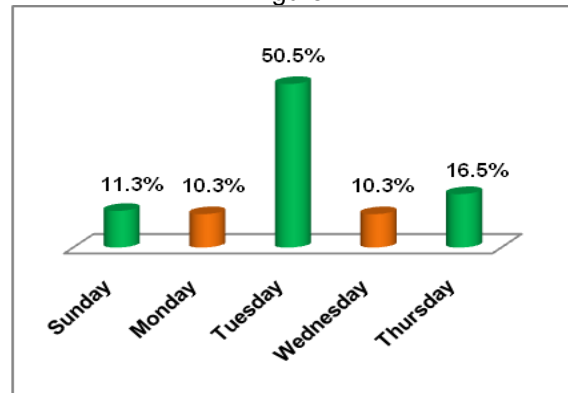
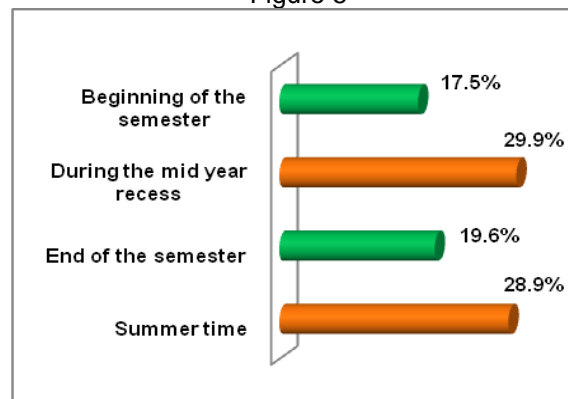


Table 5

What is the best timing of the year for you and your team to attend training?	Frequency	Percent
Beginning of the semester	17	17.5%
During the mid year recess	29	29.9%
End of the semester	19	19.6%
Summer time	28	28.9%
Missing	4	4.1%
Total	97	100%

Figure 5



Section II:

In this section we present the training topics considered by the respondents'. When the respondents were asked about the topic of "Arabic Soft Skills", 12.4% reported 'very useful', 20.6% reported 'useful', 20.6% reported 'not sure', 32% reported 'not useful' and 14.4% did not report this question.

For the topic "Awareness of AUC programs", 20.6% of the respondents reported 'very useful', 42.3% reported 'useful', 18.6% reported 'not sure', 9.3% reported 'not useful', and 9.3% did not report this question.

For the topic "Leadership", 49.5% of the respondents reported 'very useful', 44.3% reported 'useful', only 1% reported 'not sure', 2.1% reported 'not useful' and 3.1% did not answer this question.

For the topic "Coaching Skills", 51.5% of the respondents reported 'very useful', 36.1% reported 'useful', 5.2% reported 'not sure', 1% reported 'not useful' and 6.2% did not report this question.

For the topic "Creativity and Innovation", 61.9% of the respondents reported 'very useful', 26.8% reported 'useful', 5.2% reported 'not sure', no body reported 'not useful' and 6.2% did not answer this question.

For the topic "Employee Performance Management", 39.2% of the respondents reported 'very useful', 41.2% reported 'useful', 10.3% reported 'not sure', no body reported 'not useful' in the topic too and 9.3% did not report this question.

For the topic "Excellence in Customer Service", 50.5% of the respondents reported 'very useful', 33% reported 'useful', 6.2% reported 'not sure', 5.2% reported 'not useful' and 5.2% did not answer this question.

For the topic "First-line Management Track", 37.1% of the respondents reported 'very useful', 29.9% reported 'useful', 17.5% reported 'not sure', 5.2% reported 'not useful' and 10.3% did not report this question.

For the topic "Human Attitudes and Behavior", 55.7% of the respondents reported 'very useful', 30.9% reported 'useful', 7.2% reported 'not sure', 1% reported 'not useful' and 5.2% did not report this question.

For the topic "Interpersonal Skills", 44.3% of the respondents reported 'very useful', 45.4% reported 'useful', 3.1% reported 'not sure', 1% reported 'not useful' and 6.2% did not answer this question.

For the topic "Management of Change", 35.1% of the respondents reported 'very useful', 51.5% reported 'useful', 4.1% reported 'not sure', 1% reported 'not useful' and 8.2% did not report this question.

For the topic "Motivation", 46.4% of the respondents reported 'very useful', 42.3% reported 'useful', 2.1% reported 'not sure', 1% reported 'not useful' and 8.2% did not report this question.

For the topic "Negotiation skills", 37.1% of the respondents reported 'very useful', 42.3% reported 'useful', 10.3% reported 'not sure', 2.1% reported 'not useful' and 8.2% did not answer this question.

For the topic "Presentation Skills", 26.8% of the respondents reported 'very useful', 52.6% reported 'useful', 6.2% reported 'not sure', 6.2% reported 'not useful' and 8.2% did not report this question.

For the topic “*Strategic Planning/Problem Solving Skills*”, 49.5% of the respondents reported ‘very useful’, 38.1% reported ‘useful’, 4.1% reported ‘not sure’, 1% reported ‘not useful’ and 7.2% did not answer this question.

For the topic, “*Supervisory Skills*”, 39.2% of the respondents reported ‘very useful’, 45.4% reported ‘useful’, 7.2% reported ‘not sure’, 2.1% reported ‘not useful’ and 6.2% did not report this question.

For the topic, “*Team Building and Collaboration*”, 49.5% of the respondents reported ‘very useful’, 38.1% reported ‘useful’, 4.1% reported ‘not sure’, 1% reported ‘not useful’ and 7.2% did not report this question.

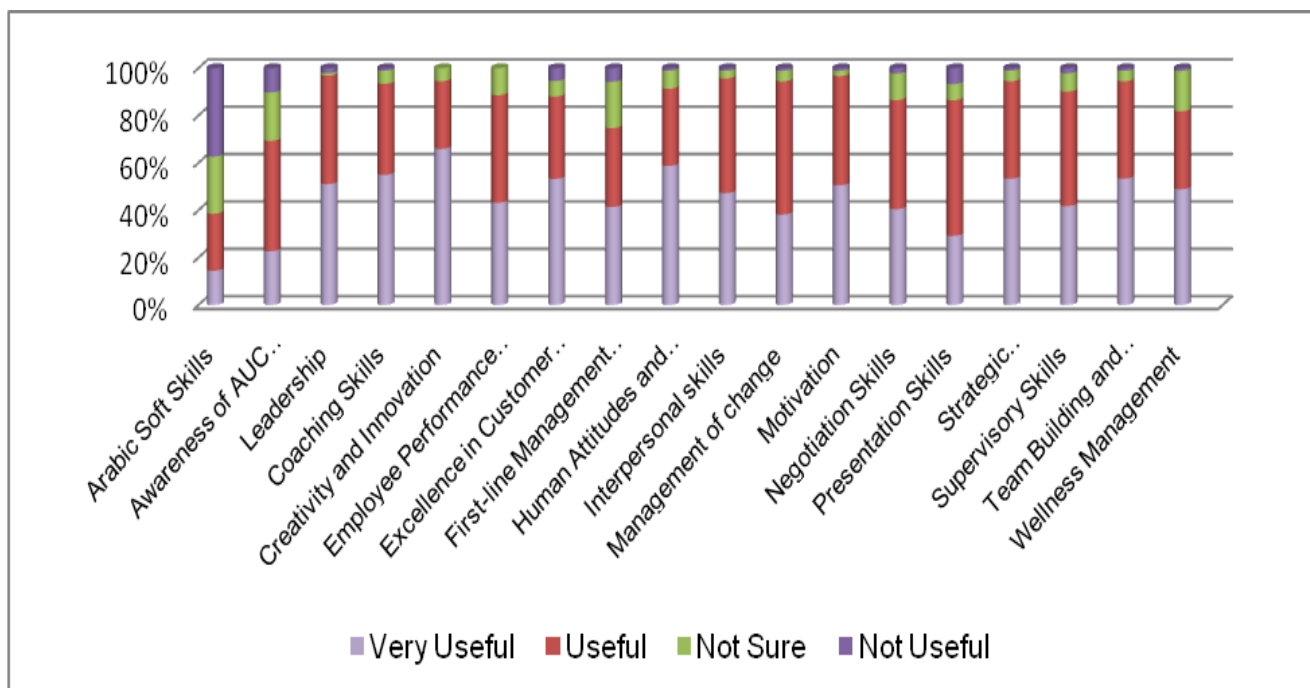
For the topic, “*Wellness Management*”, 44.3% of the respondents reported ‘very useful’, 29.9% reported ‘useful’, 15.5% reported ‘not sure’, 1% reported ‘not useful’ and 9.3% did not answer this question.

Descriptive Analysis for Section II

Table 6

	Very Useful	Useful	Not Sure	Not Useful	Missing	Total
Arabic Soft Skills	12	20	20	31	14	97
	12.4%	20.6%	20.6%	32.0%	14.4%	100%
Awareness of AUC programs	20	41	18	9	9	97
	20.6%	42.3%	18.6%	9.3%	9.3%	100%
Leadership	48	43	1	2	3	97
	49.5%	44.3%	1.0%	2.1%	3.1%	100%
Coaching Skills	50	35	5	1	6	97
	51.5%	36.1%	5.2%	1.0%	6.2%	100%
Creativity and Innovation	60	26	5	0	6	97
	61.9%	26.8%	5.2%		6.2%	100%
Employee Performance Management	38	40	10	0	9	97
	39.2%	41.2%	10.3%		9.3%	100%
Excellence in Customer Service	49	32	6	5	5	97
	50.5%	33.0%	6.2%	5.2%	5.2%	100%
First-line Management Track	36	29	17	5	10	97
	37.1%	29.9%	17.5%	5.2%	10.3%	100%
Human Attitudes and Behavior	54	30	7	1	5	97
	55.7%	30.9%	7.2%	1.0%	5.2%	100%
Interpersonal skills	43	44	3	1	6	97
	44.3%	45.4%	3.1%	1.0%	6.2%	100%
Management of change	34	50	4	1	8	97
	35.1%	51.5%	4.1%	1.0%	8.2%	100%
Motivation	45	41	2	1	8	97
	46.4%	42.3%	2.1%	1.0%	8.2%	100%
Negotiation Skills	36	41	10	2	8	97
	37.1%	42.3%	10.3%	2.1%	8.2%	100%
Presentation Skills	26	51	6	6	8	97
	26.8%	52.6%	6.2%	6.2%	8.2%	100%
Strategic Planning/Problem Solving Skills	48	37	4	1	7	97
	49.5%	38.1%	4.1%	1.0%	7.2%	100%
Supervisory Skills	38	44	7	2	6	97
	39.2%	45.4%	7.2%	2.1%	6.2%	100%
Team Building and Collaboration	48	37	4	1	7	97
	49.5%	38.1%	4.1%	1.0%	7.2%	100%
Wellness Management	43	29	15	1	9	97
	44.3%	29.9%	15.5%	1.0%	9.3%	100%

Figure 6



Section III:

Answering the question, "The university training programs met my professional needs", 22.7% of the respondents reported 'strongly agree', 45.4% reported 'agree', 18.6% reported 'neutral', 4.1% reported 'disagree', 4.1% reported 'strongly disagree' and 5.2% did not answer this question.

The question, "The quality of training workshops has met my expectations", 21.6% of the respondents reported 'strongly agree', 49.5% reported 'agree', 15.5% reported 'neutral', 5.2% reported 'disagree', 3.1% reported 'strongly disagree' and 5.2% did not report this question.

The question, "The workshops positively impacted the employees' performance", 16.5% of the respondents reported 'strongly agree', 40.2% reported 'agree', 26.8% reported 'neutral', 6.2% reported 'disagree', 3.1% reported 'strongly disagree' and 7.2% did not answer this question.

The question, "Training instructors were very professionals", 24.7% of the respondents reported 'strongly agree', 40.2% reported 'agree', 23.7% reported 'neutral', 4.1% reported 'disagree', no 'strongly disagree' has been reported and 7.2% did not answer this question.

The question, "Materials provided during the course were sufficient", 21.6% of the respondents reported 'strongly agree', 44.3% reported 'agree', 23.7% reported 'neutral', 3.1% reported 'disagree', 1% reported 'strongly disagree' and 6.2% did not report this question.

The question, "The employees committed to implemented the learning outcomes at their work", 8.2% of the respondents reported 'strongly agree', 42.3% reported 'agree', 35.1% reported 'neutral', 5.2% reported 'disagree', 2.1% reported 'strongly disagree' and 7.2% did not answer this question.

The question, "The employees were successfully implementing their action plans", 5.2% of the respondents reported 'strongly agree', 37.1% reported 'agree', 42.3% reported 'neutral', 7.2% reported 'disagree', 2.1% reported 'strongly disagree' and 6.2% did not report this question.

The question, "AUC mission, vision and values were well covered in the workshops", 10.3% of the respondents reported 'strongly agree'. 36.1% reported 'agree', 36.1% reported 'neutral', 10.3% reported 'disagree' and only 1% reported 'strongly disagree' and 6.2% did not report this question.

The question, "The Training programs achieved a Return of Investment (ROI) for my office and the university", 8.2% of the respondents reported 'strongly agree', 53.6% reported 'agree', 20.6% reported 'neutral', 8.2% reported 'disagree', 2.1% reported 'strongly disagree' and 7.2% did not answer this question.

The question, "The training programs offered reflected the department needs", 13.4% of the respondents reported 'strongly agree', 48.5% reported 'agree', 21.6% reported 'neutral', 7.2% reported 'disagree', 2.1% reported 'strongly disagree' and 7.2% did not report this question.

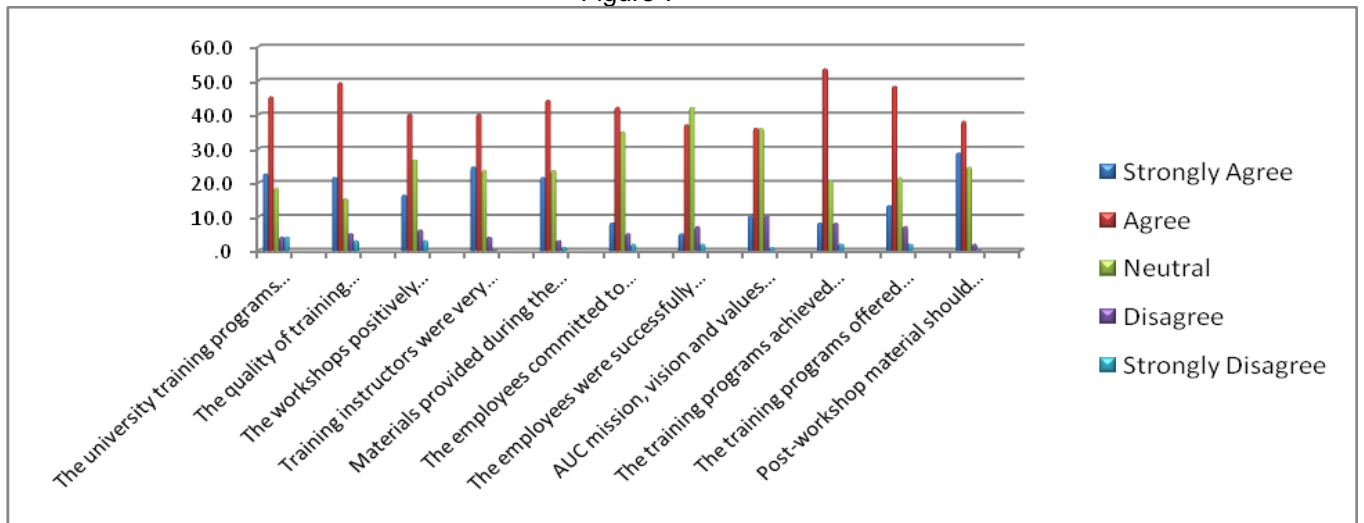
The question, "Post-workshop material should follow the training process", 28.9% of the respondents reported 'strongly agree', 38.1% reported agree, 24.7% reported 'neutral', 2.1% reported disagree', no 'strongly disagree' has been reported and 6.2% did not answer this question.

Descriptive Analysis For Section III

Table 7

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Missing	Total
The university training programs met my professional needs.	22	44	18	4	4	5	97
	22.7%	45.4%	18.6%	4.1%	4.1%	5.2%	100%
The quality of training workshops has met my expectations.	21	48	15	5	3	5	97
	21.6%	49.5%	15.5%	5.2%	3.1%	5.2%	100%
The workshops positively impacted the employees' performance	16	39	26	6	3	7	97
	16.5%	40.2%	26.8%	6.2%	3.1%	7.2%	100%
Training instructors were very professionals.	24	39	23	4	0	7	97
	24.7%	40.2%	23.7%	4.1%		7.2%	100%
Materials provided during the course were sufficient.	21	43	23	3	1	6	97
	21.6%	44.3%	23.7%	3.1%	1.0%	6.2%	100%
The employees committed to implemented the learning outcomes at their work.	8	41	34	5	2	7	97
	8.2%	42.3%	35.1%	5.2%	2.1%	7.2%	100%
The employees were successfully implementing their action plans.	5	36	41	7	2	6	97
	5.2%	37.1%	42.3%	7.2%	2.1%	6.2%	100%
AUC mission, vision and values were well covered in the workshops.	10	35	35	10	1	6	97
	10.3%	36.1%	36.1%	10.3%	1.0%	6.2%	100%
The training programs achieved a Return on Investment (ROI) for my office and the university.	8	52	20	8	2	7	97
	8.2%	53.6%	20.6%	8.2%	2.1%	7.2%	100%
The training programs offered reflected the department needs.	13	47	21	7	2	7	97
	13.4%	48.5%	21.6%	7.2%	2.1%	7.2%	100%
Post-workshop material should follow the training process.	28	37	24	2	0	6	97
	28.9%	38.1%	24.7%	2.1%		6.2%	100%

Figure 7



Section IV:

- In the first part, we present the most credible options for the respondents to register in a training program. The scale of responses was Yes/No.

For the *“Program Topic”*, the respondents reported yes=93.8%, no=1% and 5.2% did not report this question. For the *“Program objective”*, they reported yes=73.2% and no=7.2% and 19.6% did not report this question. When we asked about *“Program relevance to job description”*, they reported yes=68%, no=14.4% and 17.5% did not answer this question. Regarding the *“Program duration”*, the respondents reported yes=63.9%, no=21.6% and 14.4% did not report this question. Concerning the *“Program timing”*, they reported yes=67%, no= 17.5% and 15.5% did not answer this question. For the *“Local Program”*, they reported yes=48.5%. no=30.9% and 20.6% did not report this question. When we asked about *“International Program”*, the respondents reported yes=70.1%, no=17.5% and 12.4% did not answer this question. Regarding the *“Facilitator/Instructor”*, the respondents reported yes=51.5%, no=27.8% and 20.6% did not report this question. When we asked about the subject of *“Training Provider”*, the respondent reported yes=59.8%, no=29.9% and 10.3% did not answer this question.

- In the second part, when we asked the respondents *“Which kind of training facilities do you feel would be most effective?”*, 10.3% of the respondents reported *‘In-class training implementation’*, 16.5% reported *‘Experiential Learning’*, 71.1% of the respondents reported *‘Both’*, and 2.1% did not answer this question.

Descriptive Analysis For Section IV

Table 8

Training Registration Options	Yes	No	Missing	Total
Program topic	91	1	5	97
	93.8%	1.0%	5.2%	100%
Program objective	71	7	19	97
	73.2%	7.2%	19.6%	100%
Program relevance to job description	66	14	17	97
	68.0%	14.4%	17.5%	100%
Program duration	62	21	14	97
	63.9%	21.6%	14.4%	100%
Program timing	65	17	15	97
	67.0%	17.5%	15.5%	100%
Local program	47	30	20	97
	48.5%	30.9%	20.6%	100%
International program	68	17	12	97
	70.1%	17.5%	12.4%	100%
Facilitator/Instructor	50	27	20	97
	51.5%	27.8%	20.6%	100%
Training provider	58	29	10	97
	59.8%	29.9%	10.3%	100%

Figure 8

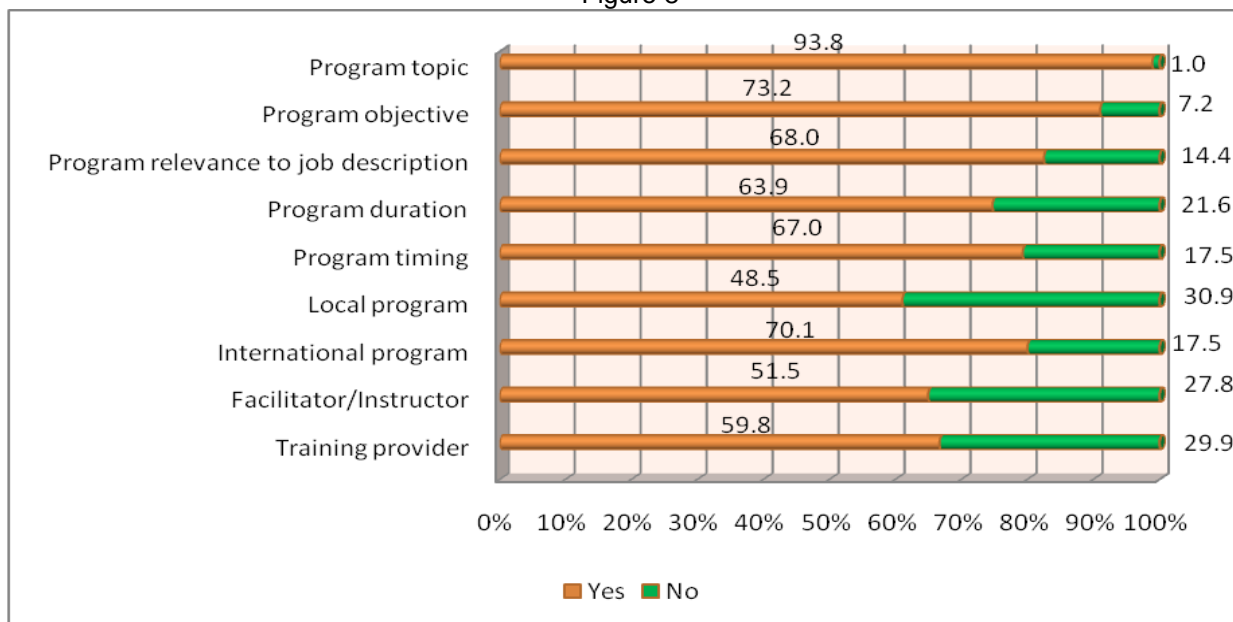
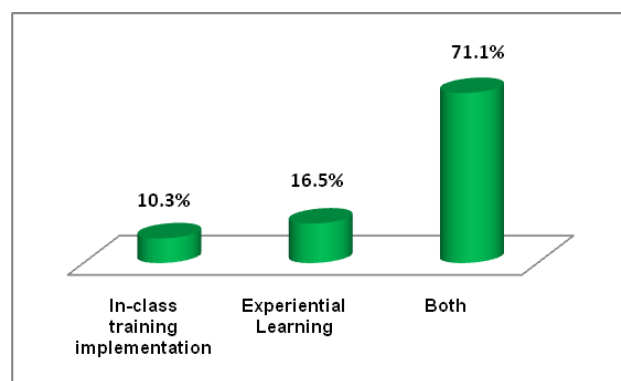


Table 9

Which kind of training facilities do you feel would be most effective?	Frequency	Percent
In-class training implementation	10	10.3%
Experiential Learning	16	16.5%
Both	69	71.1%
Missing	2	2.1%
Total	97	100%

Figure 9



Section V:

In this section, when we asked the respondents to indicate their overall level of satisfaction with workshops services, 26.8% of the respondents reported 'Very Satisfied', 44.3% reported "Satisfied", 19.6% reported 'Neutral', 3.1% reported 'Dissatisfied' and 6.2% did not report this question.

Descriptive Analysis for Section V

Table 10

Overall, please indicate your level of satisfaction with workshops and services received from Training and Development office.	Frequency	Percent
Very Satisfied	26	26.8%
Satisfied	43	44.3%
Neutral	19	19.6%
Dissatisfied	3	3.1%
Missing	6	6.2%
Total	97	100%

Figure 10

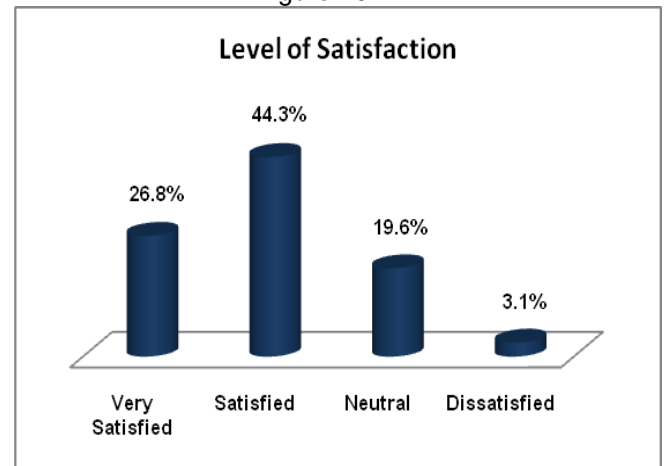


Table 11

Gender	Level of satisfaction with workshops and services received from Training and Development office.				Total
	Very Satisfied	Satisfied	Neutral	Dissatisfied	
Male	8	15	10	0	33
	24.2%	45.5%	30.3%		100%%
Female	18	28	9	3	58
	31.0%	48.3%	15.5%	5.2%	100%%
Total	26	43	19	3	91
	28.6%	47.3%	20.9%	3.3%	100%%

Section VI:

Cross Tabulation question

Gender by the different training topics

Table 1A

Arabic Soft Skills	Gender		Total
	Male	Female	
Very Useful	8	4	12
	66.7%	33.3%	100%
Useful	9	11	20
	45.0%	55.0%	100%
Not Sure	6	14	20
	30.0%	70.0%	100%
Not Useful	8	23	31
	25.8%	74.2%	100%
Total	31	52	83
	37.3%	62.7%	100%

Table 1B

Awareness of AUC programs	Gender		Total
	Male	Female	
Very Useful	9	11	20
	45.0%	55.0%	100%
Useful	16	25	41
	39.0%	61.0%	100%
Not Sure	9	9	18
	50.0%	50.0%	100%
Not Useful	1	8	9
	11.1%	88.9%	100%
Total	35	53	88
	39.8%	60.2%	100%

Table 1C

Leadership	Gender		Total
	Male	Female	
Very Useful	20	28	48
	41.7%	58.3%	100%
Useful	16	27	43
	37.2%	62.8%	100%
Not Sure	0	1	1
		100%	100%
Not Useful	0	2	2
		100%	100%
Total	36	58	94
	38.3%	61.7%	100%

Table 1D

Coaching Skills	Gender		Total
	Male	Female	
Very Useful	19	31	50
	38.0%	62.0%	100%
Useful	14	21	35
	40.0%	60.0%	100%
Not Sure	2	3	5
	40.0%	60.0%	100%
Not Useful	0	1	1
		100%	100%
Total	35	56	91
	38.5%	61.5%	100%

Table 1E

Creativity and Innovation	Gender		Total
	Male	Female	
Very Useful	27	33	60
	45.0%	55.0%	100%
Useful	6	20	26
	23.1%	76.9%	100%
Not Sure	3	2	5
	60.0%	40.0%	100%
Total	36	55	91
	39.6%	60.4%	100%

Table 1F

Employee Performance Management	Gender		Total
	Male	Female	
Very Useful	15	23	38
	39.5%	60.5%	100%
Useful	18	22	40
	45.0%	55.0%	100%
Not Sure	3	7	10
	30.0%	70.0%	100%
Total	36	52	88
	40.9%	59.1%	100%

Table 1G

Excellence in Customer Service	Gender		Total
	Male	Female	
Very Useful	22	27	49
	44.9%	55.1%	100%
Useful	10	22	32
	31.3%	68.8%	100%
Not Sure	2	4	6
	33.3%	66.7%	100%
Not Useful	2	3	5
	40.0%	60.0%	100%
Total	36	56	92
	39.1%	60.9%	100%

Table 1H

First-line Management Track	Gender		Total
	Male	Female	
Very Useful	12	24	36
	33.3%	66.7%	100%
Useful	19	10	29
	65.5%	34.5%	100%
Not Sure	3	14	17
	17.6%	82.4%	100%
Not Useful	1	4	5
	20.0%	80.0%	100%
Total	35	52	87
	40.2%	59.8%	100%

Table 1I

Human Attitudes and Behavior	Gender		Total
	Male	Female	
Very Useful	20	34	54
	37.0%	63.0%	100%
Useful	11	19	30
	36.7%	63.3%	100%
Not Sure	5	2	7
	71.4%	28.6%	100%
Not Useful	0	1	1
		100%	100%
Total	36	56	92
	39.1%	60.9%	100%

Table 1J

Interpersonal skills	Gender		Total
	Male	Female	
Very Useful	17	26	43
	39.5%	60.5%	100%
Useful	16	28	44
	36.4%	63.6%	100%
Not Sure	3	0	3
	100%		100%
Not Useful	0	1	1
		100%	100%
Total	36	55	91
	39.6%	60.4%	100%

Table 1K

Management of change	Gender		Total
	Male	Female	
Very Useful	14	20	34
	41.2%	58.8%	100%
Useful	18	32	50
	36.0%	64.0%	100%
Not Sure	2	2	4
	50.0%	50.0%	100%
Not Useful	0	1	1
		100%	100%
Total	34	55	89
	38.2%	61.8%	100%

Table 1L

Motivation	Gender		Total
	Male	Female	
Very Useful	17	28	45
	37.8%	62.2%	100%
Useful	18	23	41
	43.9%	56.1%	100%
Not Sure	0	2	2
		100%	100%
Not Useful	0	1	1
		100%	100%
Total	35	54	89
	39.3%	60.7%	100%

Table 1M

Negotiation Skills	Gender		Total
	Male	Female	
Very Useful	13	23	36
	36.1%	63.9%	100%
Useful	16	25	41
	39.0%	61.0%	100%
Not Sure	4	6	10
	40.0%	60.0%	100%
Not Useful	2	0	2
	100%		100%
Total	35	54	89
	39.3%	60.7%	100%

Table 1N

Presentation Skills	Gender		Total
	Male	Female	
Very Useful	12	14	26
	46.2%	53.8%	100%
Useful	20	31	51
	39.2%	60.8%	100%
Not Sure	0	6	6
		100%	100%
Not Useful	3	3	6
	50.0%	50.0%	100%
Total	35	54	89
	39.3%	60.7%	100%

Table 1O

Strategic Planning/Problem Solving Skills	Gender		Total
	Male	Female	
Very Useful	20	28	48
	41.7%	58.3%	100%
Useful	13	24	37
	35.1%	64.9%	100%
Not Sure	1	3	4
	25.0%	75.0%	100%
Not Useful	0	1	1
		100%	100%
Total	34	56	90
	37.8%	62.2%	100%

Table 1P

Supervisory Skills	Gender		Total
	Male	Female	
Very Useful	16	22	38
	42.1%	57.9%	100%
Useful	16	28	44
	36.4%	63.6%	100%
Not Sure	4	3	7
	57.1%	42.9%	100%
Not Useful	0	2	2
		100%	100%
Total	36	55	91
	39.6%	60.4%	100%

Table 1Q

Team Building and Collaboration	Gender		Total
	Male	Female	
Very Useful	16	32	48
	33.3%	66.7%	100%
Useful	16	21	37
	43.2%	56.8%	100%
Not Sure	4	0	4
	100%		100%
Not Useful	0	1	1
	.0%	100%	100%
Total	36	54	90
	40.0%	60.0%	100%

Table 1R

Wellness Management	Gender		Total
	Male	Female	
Very Useful	17	26	43
	39.5%	60.5%	100%
Useful	12	17	29
	41.4%	58.6%	100%
Not Sure	5	10	15
	33.3%	66.7%	100%
Not Useful	0	1	1
		100%	100%
Total	34	54	88
	38.6%	61.4%	100%

Section VII:

Methodology: The open ended questions were categorized by the most frequent subjects through the whole respondents' comments.

VII.1: What were the trainings' strengths?

The topic:

- The most strength point in our AUC training is that it provides up-to-date programs where one may pay a lot of money either from his own pocket or from his department budget which looks to me so good. In addition to the variety which is another advantage.
- Diversity of topics. Awareness of AUC values.
- The variety of topics and service providers was very good. The trainings not only helped in developing our skills but also help networking with other staff members which actually also facilitated work flow in a way.
- Program Topic. Program Objective. Instructor Duration.
- The topic and material.
- The choice of topics and the way of presenting them in the guide.
- Diversity of programs offered and including international training program
- The topics were very interesting and most of them had very good material provided and adopted an experiential learning approach.
- The instructor, and the topic
- Variations & diversity in trainings offered
- Interesting topics in-depth knowledge gained reasonable duration for provided topics
- Topics chosen are very useful. Applicable to both professional and personal objectives. I used techniques at work and at home to benefit significantly.
- The topic & objective.

The training programs advantages:

- Tackling various areas of interest both on the professional and personal levels. - Partnering with international and well known local training providers. - Really, the attendance of the employees to the given seminars, workshops and courses have been reflected on their development and the improvement of their performance. The output of their work has been increased effectively and efficiently.
- Trainings helped me to explore myself and to know more about my strengths and my weaknesses and this helped a lot at my work to employ my strengths more efficiently and to be aware of my weak points and work on developing them. Trainings also helped me to know the different behavioral styles of my colleagues and this helped me a lot in the means of communication with them. Some relationships have improved noticeably after these training sessions and better communication was achieved. Trainings also help me polish my creative ideas and makes me think out of the box.
- Exercises, the MBTI training was very good, duration was good. Dale Carnegie was good
- Also some trainers are excellent but not all. They provided an opportunity as well for inter-department cooperation.

- Good programs distributed throughout the semester -Introduction of Arabic training is also very useful to many people.
- Added to my knowledge in general Improved my work experience Added to my skills Meeting colleagues from other departments
- Diverse material and a lot of examples - instructors were efficient - staff were helpful and friendly - opportunity for immediate feedback.
- The training workshops are extremely useful. I personally benefitted a lot from the training workshops.
- Is that you get to meet colleagues from other departments.
- Practical. Information can be applied to real life situations. 2- The training facilities. 3- Training programs & its' quality meet with my needs for improvement.
- In my opinion, the most important training strength is the exchange of experience among attendees of the training session as well as the impact of the training instructor/facilitator.

The trainers:

- When the trainers are good, the learning curve is quite high and you get to really take that back to your office and implement it.
- The instructor, and the topic
- Diversity of trainers
- Trainers were well organized and well prepared.
- Topic Instructor

The activities:

- Hands on activities, group interaction, interactive presentation
- The content was given for analytical minds and we were not spoon-fed. Each trainee can implement the information received as they see fit. The energy and knowledge of the presenter.
- Activities and group work.

The training department staff:

- Training staff are very cooperative. They send reminders and follow-ups for the workshop. I also see that the post-workshop is very useful as it enhances our learning development.
- Learning new concepts and ideas. - Participating and involving with other staff members. Increase the level of communication and work relationship that may be a positive step for increasing the overall performance at AUC.
- Follow-up emails as a tool for refreshing programs offered
- The training department team were very helpful, accommodating and cooperative.
- The Training team at AUC are extremely helpful, understanding, and professional.
- A lot of attention is paid to the attendees feedback on the sessions, both formally and informally during breaks.
- Announcing the full year's schedule at the beginning of the academic year. (This is very professional and impressive) - -
- Programs well marketed. Training was very well organized including all training aspects.
- The professionalism both of the Training office and the staff training instructor .
- Thanks to all the Training team for a very well done Job.

General:

- Unfortunately, I did not attend any programs so far. Neither did my subordinates.
- None of IEEI team members has joined any of the training programs by AUC Training and Development Office yet
- To the point.
- program + facilitator + instructor + material
- Because I've been serving in the SCE for only one year, I haven't been exposed to much training. However, some of the training I attended was related to the new BANNER system. Mr. Muhammad Ahmad, the Registration Manager, was very proficient, patient and professional.

VII.2: What were the trainings' weakness?

The trainers:

- Some trainers were not good enough, had to wrap up quickly and didn't cover the material.
- The trainer of change management workshop was not up to the standard.
- Some trainers are very weak and unable to connect in a exemplified way how this relates to work and how it could be implemented.
- I once attended a Telephone Etiquette workshop, organized by the SCE. It was absolutely not useful. The facilitator failed to give us any hands-on practice on using the telephone set, which, consequently, I do not know to optimize the use of.
- Some trainers are too informal.
- The trainer in the Tango workshop
- Some of the trainers and facilitators were not professional nor experienced enough & did not meet my expectations.
- Some not all trainers are not well qualified.

The timing:

- Sometimes, the timing of the programs are not that suitable especially during peak periods at work.
- The timing is very inconvenient. Having to block off an entire day during regular business days is something very difficult and I end up having to leave during the course of the day to handle some business issues.
- none
- The timings of trainings and limited number of attendees compared to the amount of staff made it hard to attend the trainings we wanted. Also its hard to find topics related to my technical work requirements, not just interpersonal skills.
- Some training might end to be a boring activity. - Lacking creativity and update.
- Timing
- Duration
- Some of the training programs were not up to the required standard especially the computer applications
- The training provided in the past has nothing to do with our departments needs nor the University needs, what even proves it is that there are no clear obvious outcomes that could be measured with the employees that attended the training.
- Most training sessions I attended were excellent. Only one was less effective because the trainer lost focus and did not stick to the objectives of the course.

- Two day programs are too long for any employee. I cannot stay two days out of my office. I would suggest one day and preferably a half day. There is a very good training workshop which I would like to attend this month, but I won't go because it's two days.
- The length of the training.
- Overlong duration.
- In my case, it is difficult to attend long sessions as students come constantly to office and if I'm not there, there is no standby person who can explain things as well as I can regarding special programs or short term.

The training materials/hand-outs:

- In few courses, the visual materials provided during the course were insufficient.
- If some program needs in advance materials, it should be communicated more than once, one example is the training of speed of trust although an email was sent to state that we need to do a test before we attend, but the email was too long not cover the point needed directly, I am one of the attendees didn't read the email to the end, and I thought it just a reminder and nothing need to be done. If someone from Training department called to explain the importance of doing such test I am sure that I would get 50% more benefits of this training, or sending a direct request by email with different subject and clear objective Another weaknesses is there are no programs that gather a whole team from same department together or which make it necessary that we get the senior management along with staff from different levels all together in the same program The staff attending the training is really improve their skills while the senior manager doesn't, and not because they are senior manager they doesn't need any improvement.
- Handouts.

The topic/practice:

- Sometimes the groups were not consistent. Topic was not clearly delivered in one of the workshops.
- Some topics were more of academic courses and were not associated with the work experience. Other trainings were very basic.
- I think we need to add more practice to most of our training programs where the trainees can apply what they get before returning back to their departments.
- When the training does not have practical applications. when you cannot measure training impact.. when the learning outcomes are not clear. most important challenge of trainings is actually sustaining the impact of the training course and ensuring continuity of improvement and commitment to training outcomes in the day to day operations.

General:

- Participants attending the same program are not from the same levels. Classification of Staff levels is not highly recommended
- The training room is freezing during winter.
- Irrelevance to special departmental needs.
- Lecture type, needs to be more focused on experiential learning
- They are very neutral. They do not focus on jobs specific needs
- The only weakness I've noticed last year has been eliminated this year, which is the distinction between sessions for managers and for junior staff.
- Allowing the staff to attend many training session with no limits regardless of their real needs. Strong seminars have to be allowed for those who will get a real benefit and not to be allowed for those who just want to attend any course.
- Not enough people attend training, more motivation from AUC is needed.

VII.3: Kindly suggest any effective measures to improve our training standards.

- I suggest to conduct consecutive workshops on business writing for Downtown staff.
- I think if you make it only half day, many people will be encouraged to attend.
- I think employees should be allowed to recommend customized training types that fit specific department needs. Different departments have differing needs, all of which should be taken to account. I have seen an employee attend a training on negotiation and interpersonal relations and they were positive about it. But some of these trainees also bring their prejudices to the training, and they also continue to maintain the same attitude / perceptions that they had towards certain relations / phenomena in the work place. So overall, although the training is useful, and the employees are happy to attend, they would hardly change their attitude. So training is one. But there has to be ways to monitor employee relations/attitude in the work place. Finally, less time is available between work and training ... Mechanisms should be sort that give a balance between training and work when ever training sessions are in progress. May be some trainings should be organized more than once in the year and should be compulsory for all. Finally, PLEASE send an email to Staff when ever there is a training. That News@AUC thing is useful, but cant be more useful than a personal email landing in your inbox. Anyway, overall, I can see that you are doing a good job.
- More of experiential learning and outdoor programs.
- More variety in terms of timing. and a maybe a printed training schedule to be sent out to employees beginning of each academic year.
- More interaction and involvement in workshops. Clearer statement of objectives. Making sure the attendees fully understand and apply these objectives. Thank you very much.
- More focus should be given to customer service courses and incentives should be given to the trainer in order to get more feedbacks on the experience they get from training. Also, I think we need to add more programs where interaction between both managers and their subordinates share same programs and work on problems they are all facing . One to One within same dept. This may help to reach solutions and avoid exaggerations
- More focus on special jobs requirements.
- More of international programs.
- More focused on specific jobs and skills.
- Find qualified trainers, some professors from within AUC could be very effective and taken advantage of. Encouraging a couple of members from the same department to attend a specific workshop targeted to improve departments performance
- Recruit trainers who have previously demonstrated excellent skills in training from previous trainings. Half the training for 5 hours a day rather than an entire day. Include the staff/management in the selection of the trainings. For instance, send out an email with the list of trainings to pick up from so that the training could reflect more the needs of each department. Follow-up training for those who joined a certain course could build upon that course to level 2 or 3... etc. Having assignments where participants can come in another day to present what he or she applied his/her area.
- Young trainers are recommended as they are more energetic. Training can be offered to academics as well and those who are working in academic schools
- Increase the training sessions that deal with *technical experiences* such as computer skills, customer services ... - Pay attention to training sessions that increase the personal skills of the staff. - Introduce general training sessions per departments or areas.
- 1- Determine the brake time previously and for one time only to save the time. 2- Focusing on the practical practices, increase the interaction between the participants and the instructor.
- Training Impact Project was really effective. - Class number shouldn't exceed 10 participants. - Instructors should be more in control of group discussions.
- Training Programs at AUC should be tied in with AUC Strategy and Vision. Assessment of where our people are currently and where we want them to be is necessary first and then AUC should design programs that fill in this gap - both short term and long term. T he programs should be specifically designed for AUC unique community and not off the shelf programs. The pgms

should focus on quality rather than quantity..we have along list of programs that could be narrowed down and more focused on key training and development issues/topics We need international exposure and instructors on key issues such as " Crisis Management" - Emotional Intelligence- Cultural Diversity: Resource fullness and Sensitivities

- Need more training on how to empower and engage the students in a participatory manner
- The handouts need to be more useful, more detailed, * Provide books which discuss the topic clearly. * Provide online links which can be related to the session. * To develop the criteria for selection f the staff participants based on their level back ground and English proficiency and the quality of the trainer.
- Encourage team work among the diverse members of the group attending the session. Presence to the whole program must be imposed. By the end of the three days workshop over a three weeks period less people were attending not because they did not find the workshop useful but because they had work piling up at the office...
- Surveying community - responding to feedback - independent observer - make relevant and up to date.
- A training on Arabic business writing would be much in demand since a lot of our work in GAPP and I am sure in other departments involves interaction with the government and NGOs
- This survey itself is a very effective measure. I am also suggesting that the T&D office circulates testimonials from training attendees to encourage others to sign up for an effective training course. Also T&D office could survey training needs and learning outcomes per department. this could give the T&D office ideas on which trainings to be included in the upcoming year.
- Maybe try to send a profile about the trainer & facilitator and make sure there is always someone from the training team attending the trainings (the whole training) to monitor & go through the experience themselves and be able to evaluate.
- To empower the session, I suggest and recommend that we have to make some alliance with other organizations to hear from their experts the best practice followed by them and to send some of our Senior managers and administrators to their premises to participate in the development of their staff.
- Using experiential learning and striking a balance between what is theoretical and the ground of reality
- Trainings should mostly address positive thinking and positive attitude. Enhance our capabilities specially to adapt with fast changes taking place everywhere and all over the world. Old staff should get trained to new technologies to keep up with the development of new technologies.
- Shorter sessions, preferably on Tuesdays because of no classes on Tuesdays, everything else was great.
- Specific training based on different offices and departments needs
- Trainings need to be experiential rather than presentation style.

General:

- Did not attend any training
- I can't think of anything. I have not been able to attend more sessions because I am very busy, but as soon as I feel I can spare a day, I will certainly sign up for a workshop.
- Keep up the Good Work!!!
- Thank you.
- Go on.