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APPENDICES
### QUESTIONNAIRE TO EVALUATE TRAINING EFFECTIVENESS

<table>
<thead>
<tr>
<th>Q.</th>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Training has matched my job requirement.</td>
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<td>2</td>
<td>Training has focused on closing identified performance gaps.</td>
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<td>3</td>
<td>My training needs were assessed before sending me for the training.</td>
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<tr>
<td>4</td>
<td>Training Need Analysis is part of my annual performance appraisal system.</td>
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<td>5</td>
<td>My superior analyses my job requirements.</td>
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<td>6</td>
<td>Training has enhanced my ability to plan systematically.</td>
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<td>7</td>
<td>I take better decisions after undergoing training.</td>
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<td>8</td>
<td>The learning objectives were adequately defined at the beginning of training.</td>
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<td>9</td>
<td>Training has improved my knowledge of my area of work.</td>
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<tr>
<td>10</td>
<td>My analytical skills have improved after training.</td>
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<tr>
<td>11</td>
<td>Training has helped in changing my behavior on the job.</td>
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<tr>
<td>12</td>
<td>My changed behavior has improved achieving business results.</td>
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<tr>
<td>13</td>
<td>Training has helped me in increasing customer focus.</td>
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<tr>
<td>14</td>
<td>My interpersonal skills have improved as a result of training.</td>
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<tr>
<td>15</td>
<td>I have a greater desire for change in my</td>
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<tr>
<td><strong>behaviour.</strong></td>
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<td>16.</td>
<td>I have become more cost conscious after training.</td>
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<td>17.</td>
<td>I have developed leadership qualities after training.</td>
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<td>18.</td>
<td>I am able to delegate to my subordinates after training.</td>
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<td>19.</td>
<td>My communication with my peers has improved after training.</td>
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<td>20.</td>
<td>My communication with my subordinates has improved.</td>
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<td>21.</td>
<td>I work more effectively in the team.</td>
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<td>22.</td>
<td>I am able to effectively resolve conflicts.</td>
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<td>23.</td>
<td>My self confidence has improved after training.</td>
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<td>24.</td>
<td>Training has helped me in self awareness.</td>
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<td>25.</td>
<td>Training has increased my sensitivity to other departments.</td>
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<td>26.</td>
<td>My initiative has improved after training.</td>
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<td>27.</td>
<td>My way of thinking has changed after training.</td>
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<tr>
<td>28.</td>
<td>My communication skills have improved after training.</td>
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<tr>
<td>29.</td>
<td>My interpersonal sensitivity have improved after training.</td>
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<td>30.</td>
<td>Training has been able to meet my development needs.</td>
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<td>31.</td>
<td>I am able to transfer the learning from training to the work situation.</td>
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<td>32.</td>
<td>I am able to manage difficulties in the transfer of learning after the training.</td>
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<td>33.</td>
<td>Training will help me in my future career progression.</td>
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</tbody>
</table>
Based on your experience list three benefits of the training

1) 
2) 
3) 

List three suggestions for improving training and development in your organisation

1) 
2) 
3)
# HRD Climate Questionnaire

A number of statements are given below describing the HRD climate of an organization. Please give your assessment of the HRD climate in your organization by rating your organization on each statement using the following five-point scale.

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>0</th>
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</thead>
<tbody>
<tr>
<td>1. The management of this organization goes out of its way to make sure that employees enjoy their work.</td>
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<td>2. The management believes that human resources are an extremely important resource and that they have to be treated more humanely.</td>
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<td>3. Development of the subordinates is seen as an important part of their job by the managers/officers here.</td>
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<td>4. The personnel policies in this organization facilitate employee development.</td>
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<td>5. The management is willing to invest a considerable part of their time and other resources to ensure the development of employees.</td>
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<td>6. Senior officers/executives in this organization take active interest in their juniors and help them learn their job.</td>
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<td>7. People lacking competence in doing their jobs are helped to acquire competence rather than being left unattended.</td>
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<td>8. Managers in this organization believe that employee behaviour can be changed and people can be developed at any stage of their life.</td>
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<td>9. People in this organization are helpful to each other.</td>
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<td>10. Employees in this organization are very informal and do not hesitate to discuss their personal problems with their supervisors.</td>
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<tr>
<td>11</td>
<td>Seniors guide their juniors and prepare them for future responsibilities/roles they are likely to take up.</td>
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<tr>
<td>12</td>
<td>Promotion decisions are based on the suitability of the promotee rather than on favouritism.</td>
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<tr>
<td>13</td>
<td>There are mechanisms in this organization to reward any good work done.</td>
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<td>14</td>
<td>When an employee does good work his supervising officers take special care to appreciate it.</td>
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<td>15</td>
<td>Performance appraisal reports in our organization are based on objective assessment.</td>
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<td>16</td>
<td>Weaknesses of employees are communicated to them in a non-threatening way.</td>
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<tr>
<td>17</td>
<td>When behaviour feedback is given to employees they take it seriously and use it for development.</td>
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<td>18</td>
<td>When employees are sponsored for training, they take it seriously and try to learn from the programmes they attend.</td>
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<td>19</td>
<td>Employees returning from training programmes are given opportunities to try out what they have learnt.</td>
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<tr>
<td>20</td>
<td>Employees are sponsored for training programmes on the basis of genuine training needs.</td>
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<tr>
<td>21</td>
<td>Employees are not afraid to express or discuss their feelings with their superiors.</td>
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<tr>
<td>22</td>
<td>Employees are not afraid to express or discuss their feelings with their subordinates.</td>
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<tr>
<td>23</td>
<td>Employees are encouraged to take initiative and do things on their own without having to wait for instructions from supervisors.</td>
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<td>24</td>
<td>Delegation of authority to encourage juniors to develop handling higher responsibilities is quite common in this organization.</td>
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<td>25</td>
<td>When seniors delegate authority to juniors, the juniors use it as an opportunity for development.</td>
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<tr>
<td>26</td>
<td>Team spirit is of high order in this organization.</td>
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<tr>
<td>27</td>
<td>Career opportunities are pointed out to juniors by senior officers in the organization.</td>
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<tr>
<td>28</td>
<td>Job rotation in this organization facilitates employee development.</td>
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</tbody>
</table>

☐ 4= Almost always true ☐ 3= Mostly true ☐ 2= Sometimes true ☐ 1= Rarely true

☐ 0= Not at all true.

Name of the Organisation : 

No. of years in the Organisation :