



**GUIDELINES FOR
FORMULATING TRAINING PROPOSALS,
OBTAINING FUNDING AND DELIVERING TRAINING**

PURPOSE

This document sets out guidelines for use by the APLAC Training Committee in formulating training proposals, obtaining funding and delivering the training. It also covers the review of training activities with a view to improving future activities.

AUTHORSHIP

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1. PREAMBLE

- 1.1 The objective of the APLAC Training Committee, through providing training, is to harmonise accreditation practices, and disseminate accreditation and technical information. This document sets out guidelines for use by the APLAC Training Committee in formulating training proposals, obtaining funding and delivering the training. It also covers the review of training activities with a view to improving future activities.
- 1.2 Training in all aspects of accreditation, except those relating to proficiency testing and mutual recognition arrangement evaluations, is within the remit of the Training Committee.
- 1.3 Information provided through training should be generic and the Training Committee does not provide consultancy services to APLAC members.
- 1.4 All training activities organised by the Training Committee are open to voluntary participation by all APLAC members. APLAC may also decide to invite other participants, e.g., from the other ILAC regions.

2. INITIATION OF TRAINING PROPOSAL AND SOLICITING FUNDING SUPPORT

- 2.1 The Training Committee identifies the training needs of APLAC members through surveys and other forms of feedback from APLAC members and stakeholders. Requests for training may also be raised by the APLAC Board of Management or other APLAC committees. The information obtained will usually be discussed by the Training Committee members at its annual meeting to determine the need and the schedule for providing such training. The Training Committee will usually plan its training program four years ahead. A table designed for such planning is given in Appendix 1. Where an urgent training need is identified, discussion may be done through correspondence.
- 2.2 The Training Committee may also consider providing training jointly with other organisations. Any such joint training requires the approval by the APLAC Board of Management.
- 2.3 Where necessary, the Training Committee may decide to set up a working group to study a training proposal and report on its findings to the Training Committee.
- 2.4 When the Training Committee has decided to organise a particular training activity, an organising group should be set up to carry out the necessary work.
- 2.5 When it is necessary to obtain funding support from the General Assembly, the organising group provides a summary of the proposal on the *Request for Funding – Training Committee* form in Appendix 2, in conjunction with form Q15.1 in the APLAC Quality Manual. The Chair of the Training Committee then presents the proposal to the General Assembly to seek funding support in accordance with the APLAC Quality Manual, section 15. Usually, the request for funding to be used in the forthcoming year is considered by the General Assembly in the current year. Members of the organising group present at the General Assembly may be asked to provide further supporting information. Specific details of the training would

Normally be determined after the funding has been secured. The amount of funding to be requested should be estimated in accordance with Section 11 below.

- 2.6 Funding support for training may be obtained from other sources, provided that prior agreement has been obtained from the General Assembly. Accepting such funding should not compromise the objectives of APLAC, bring APLAC into disrepute or put APLAC in an embarrassing position. To obtain such agreement from the General Assembly, the procedure in Section 2.5 should be followed. Any conditions applying to receipt of such funds should be clearly detailed in the form given in Appendix 2. The pros and cons of accepting the funding support should also be analysed and detailed on the same form.

3. DETERMINATION OF WHETHER TO PROVIDE CERTAIN TRAINING

When determining whether it is necessary to provide a specific training course, the following factors should be taken into consideration.

3.1 Whether providing the training is within the remit of the Training Committee

In general, the Training Committee should only provide training for issues directly related to accreditation, and the target audience is staff members and assessment personnel of APLAC member accreditation bodies. The APLAC Training Committee may also provide training for technical activities that APLAC members accredit others to perform, usually in the form of “train the trainer” courses.

3.2 The level of demand for the training

As a general principle, higher priority should be given to training requested by a larger number of APLAC members. Examples are the needs arising from implementation of new requirements or standards for accreditation bodies, laboratories, inspection bodies, RM producers or PT providers. In harmony with the objectives of APLAC as stated in clauses 2.1(c) and 2.1(k) of the APLAC Constitution, the Training Committee may decide to consider providing training to address the needs of a smaller number of APLAC members.

3.3 Whether providing such training by APLAC is an effective means of addressing the underlying need

Training is essentially a dissemination of information and knowledge. It is most effective when such information or knowledge has been generally accepted. For contentious issues, the Training Committee may consider working in conjunction with other APLAC committees, such as the Technical Committee, to organise a working group to foster harmonisation or to find a consensus approach. In such a case, the deliverable of the working group should be well defined in advance. The Training Committee should not provide consultancy services to address specific requirements of individual members.

3.4 Who will benefit

APLAC members are the target audience for the training activities organised by the Training Committee. Other parties, such as members of other regional cooperations of accreditation bodies or unaffiliated ILAC members may be invited to participate. When considering the benefits of a training activity, a broad

perspective should be taken. Any indirect benefits that may ultimately accrue to APLAC and its members in the long run should be considered, if known.

4. CONTENTS OF TRAINING

When the Training Committee has decided to provide training on a certain topic, the following factors should be considered when determining the detailed content of the training course.

- 4.1 The content should address the needs of APLAC members. The APLAC Training Committee recognises that different members may have different needs in terms of the level of sophistication of their knowledge, depending on their stage of development in the relevant field. For example, some members may require simply an introduction to a subject while others may require a more in-depth treatment. Thus the target audience and the minimum qualification and experience requirements for attendance may need to be specified.
- 4.2 Where relevant, the policies and practices of APLAC and ILAC should be included. Reference should be made to relevant APLAC and ILAC documents wherever applicable. Other APLAC or ILAC committees may be asked to provide input.
- 4.3 As a general rule, the information provided should be generic and should not be tailored to address specific issues raised by particular APLAC members. For issues where there is no clear consensus approach, different viewpoints should be presented where practicable.
- 4.4 The deliverables of a training course, seminar or workshop should be clearly defined in advance.

5. FORM OF DELIVERY AND LANGUAGE

- 5.1 The most common form of delivery of the training is in the form of a training course, a seminar or workshop. Other forms, such as distance learning through printed or multimedia materials posted on a website, may also be used. When selecting a form of delivery, its cost and effectiveness should be considered. In general, those involving face-to-face contact may be more effective but more expensive, while interactive web-based training courses may provide flexibility to participants but the development and maintenance cost may be high. For courses, seminars and workshops, the activity design should allow adequate interaction and exchange of experience among participants, and between presenters and participants.
- 5.2 To develop multimedia training materials, the Training Committee may need to contract external experts to provide the service.
- 5.3 After the event training and related material will normally be made available on the “members only” area of the APLAC website via the APLAC Secretariat.
- 5.4 The language preferred by the target audience and acceptable to the presenters or facilitators should be used. In the absence of such a preference, English should be used. For printed and multimedia materials, consideration could be given to developing versions in the different languages used by APLAC members.

6. HOSTING OF SEMINARS AND WORKSHOPS

6.1 Selection of host

For training courses, seminars and workshops, the Training Committee may issue an invitation to its members to host them. When more than one member volunteers, one is selected through discussion and consensus. If there is no volunteer within the Training Committee, a volunteer from other APLAC members may be invited.

6.2 Responsibility of the host

6.2.1 The host is responsible for selecting the venue and determining its layout. If participants are to be divided into groups for discussion or projects, a sufficient number of separate rooms are required to prevent interference between groups. The host is also responsible for all other logistics necessary for organising the event. Examples include provision of audio-visual equipment, coffee breaks and lunch, and identifying appropriate accommodation for participants. When arranging meals, the dietary requirements of participants should be considered. If not already provided by the venue operator, the host should also arrange for the necessary third party liability insurance for the venue.

6.2.2 The host is responsible for arranging registration of the participants (including the collection of any fees), copying and distribution of printed or other types of material, providing a secretariat service (if required) throughout the duration of the training activity, and other logistics. To assist the presenters, facilitators and participants, the host should provide the name and contact of a person who can provide assistance when necessary to them. The host is also responsible for providing an electronic copy of all training material, and a report on the activity (prepared by the rapporteur), to the APLAC Secretariat for record keeping and posting on the “members only” section of the APLAC website.

6.2.3 While the APLAC Secretariat invites participants, the host is responsible for maintaining a list of registrants and provide updates to the Secretariat at weekly intervals or more frequently towards the closing date for registration.

6.2.4 Where necessary, and following prior approval by the Training Committee, the host may hire an external agent to provide assistance in organising the event. The cost of the agent must be included in the budget for the training activity if the host is not covering such costs.

6.2.5 With the specific approval of the APLAC Board of Management, the host may ask for partial pre-payment of the cost of venue hiring (with appropriate supporting invoices) by the APLAC Secretariat or arrange for re-imburement after the costs have been paid. APLAC may also pay relevant costs directly to the service or venue provider where necessary. Other types of payment arrangement may also be agreed with the APLAC Secretariat. In all cases, a detailed account (with copies of relevant

invoices, etc.) should be provided to the APLAC Secretariat for the financial records after the training activity has been completed.

- 6.2.6 The host may propose inviting a special guest to inaugurate the training course, seminar or workshop after having obtained approval from the APLAC Board of Management.

7. SELECTION AND APPOINTMENT OF SEMINAR PRESENTERS OR WORKSHOP FACILITATORS

- 7.1 The organising group determines the number of presenters and/or facilitators required, identifies the appropriate persons to take such roles and invites them to do so. If the participants are to be divided into groups, a sufficient number of presenters or facilitators to provide assistance to individual groups is needed. Usually, APLAC members are invited to nominate seminar presenters or workshop facilitators. Selection is through discussion and consensus. Preference should be given to presenters and facilitators who have an in-depth knowledge of and extensive experience in the subject, and good presentation and interpersonal skills. Where appropriate, presenters and facilitators from different APLAC members should be used for different training courses, seminars and workshops.
- 7.2 If a selected presenter or facilitator is a staff member of an APLAC member, the APLAC member should be asked whether the APLAC member is willing to volunteer the time of the presenter or facilitator.
- 7.3 Where necessary, external presenters and facilitators may be invited and their costs may be covered in the budget for the training activity. Any request for remuneration for presenters and facilitators must be included in the proposal presented to the General Assembly for approval.
- 7.4 Where more than one presenter or facilitator is used for a training course, seminar or workshop, the duties for each of them should be clearly defined.
- 7.5 At least one rapporteur responsible for keeping a detailed record of the outcome of the course should be appointed.

8. RESPONSIBILITY OF SEMINAR PRESENTERS OR WORKSHOP FACILITATORS

- 8.1 The presenters or facilitators should work in conjunction with the organising group in determining the detailed contents of the training course, the method of presentation, the program schedule, content and format of material to be handed out or displayed, the process for appraising participants (where applicable), the maximum number of participants, the entry requirements (when applicable), the grouping arrangements if the participants have to be divided into groups, and whether a certificate of achievement or attendance will be issued. For all courses, seminars and workshops at least a certificate of attendance should be issued to each participant. When determining the accommodation needs for the training activity, e.g. the number and types of rooms, the organising group should work in cooperation with the host (see also Section 6.2.1).

- 8.2 Presenters or facilitators are responsible for the preparation of the necessary training material, including any printed or multimedia material to be handed-out, and audio-visual aids. The finalised version of material to be handed out to participants is provided to the host for reproduction and distribution to the participants well in advance of the date when the training is to be delivered.
- 8.3 The material to be presented should be in accordance with the detailed content of the training as determined by the organising group.
- 8.4 The presenters or facilitators, in cooperation with one another, should present the information following the agreed schedule. They should also control the conduct of the training course, seminar or workshop. They may have to organise the participants into groups, assist them in starting discussion, and produce the intended deliverable. The rapporteur is responsible for providing the deliverable to the Chair of the Training Committee (with a copy to the Secretariat) as soon as possible after the training.
- 8.5 Where applicable, presenters or facilitators are responsible for appraising the performance of the participants in accordance with the appraisal scheme described in 10 below. Details of the results of the appraisal and the basis for recommendations for the awarding certificates should be provided to the convenor of the organising group for review. For courses in which participants are appraised through a written test, the presenters are responsible for marking the papers. The presenter retains the marked papers for at least 6 months and the marks and recommendations for awarding certificates are provided to the convenor of the organising group for review. The convenor of the organising group should consult the Chair of the Training Committee for advice on awarding certificates. When the convenor of the organising group is satisfied with the recommendations, (s)he should forwards the recommendations to the Chair of the Training Committee.

9. INVITATION AND ACCEPTANCE OF PARTICIPANTS

- 9.1 The Secretariat is responsible for preparing and sending invitations to participants, and for answering enquiries, in collaboration with the organising group and the host, when necessary. This may be done through sending a letter, email, fax or other convenient form of communication to all APLAC members. They should be invited to nominate participants meeting the criteria for participation by completing and returning a nomination form to the Secretariat. The invitation should include all necessary information about the course, seminar or workshop, including the title of the activity, the form of delivery, the content, the objectives, the name of the organiser, the name of the host, any minimum entry qualification requirements, the venue, the dates, the program schedule, language of delivery, criteria for awarding a certificate (if any), any expected deliverable from the activity, local information, visa and customs requirements, accommodation details and its approximate cost, details of any preparation that participants have to do, and any fees to be paid by each participant. The information should also include the name of a contact person from whom APLAC members or participants may obtain further information or seek assistance. When the number of places is limited, the invitation should also include the criteria for selecting participants, and the date by which APLAC members will be notified of the successful nominees. The organising group and the host should provide the information necessary for the preparation of the invitation to the

Secretariat at least one week before the invitation is to be sent out. In general, invitees should be allowed at least two weeks to nominate participants. Late entries should be accommodated as far as possible.

- 9.2 On receiving a nomination form the Secretariat should note the date and time. After the closing date for nominations, the Secretariat should send all nomination forms received to the organising group that is responsible for selection of participants.
- 9.3 All APLAC members should be able to participate on a voluntary and equal basis in all training activities organised by the Training Committee. Where the number of places is limited, for example, in training courses, seminars or workshops, each APLAC member should normally be allowed to send at least one participant. Experience shows that some APLAC members may ask if they may send more than one participant, while others may opt not to send any. The demand for extra places should be accommodated as far as class size and equity considerations allow.
- 9.4 After an equal number of places have been allotted to each interested APLAC member, any remaining spaces should be allotted on a first-come-first-served principle. Where there is any dispute as to who should be accepted, the decision of the organising group is final, provided that the selection criteria have been met.
- 9.5 Other participants may be invited as proposed by the organising group and endorsed by the General Assembly or Board of Management. These are usually members of other regional accreditation groups or unaffiliated accreditation body members of ILAC. Other participants from organisations that have expressed an interest in APLAC activities or other stakeholders in accreditation may also be invited, following endorsement of this by the General Assembly or Board of Management.
- 9.6 When the participants have been selected, the host should notify the APLAC members, other organisations and individuals who have nominated participants, as to whether their nominations have been accepted. Up-to-date information about the training activity, including instructions for registration and details of hotel accommodation should also be provided with the notification. Standard registration forms for the training and for the hotel accommodation should be sent to the participants and they should be asked to return the completed forms by a given date. The registration form should include provision for the participants to state any special dietary needs. If the participants are required to carry out certain activities to prepare for the training, the necessary instructions and materials should be provided together with the registration form. The notification should be issued as soon as possible but should not be later than one month before the scheduled date of the training. The host should also keep the APLAC Secretariat informed of the up-to-date list of registrants.
- 9.7 If participants require a visa to enter the economy where the training is to take place, the host should offer to issue an invitation letter or provide other assistance to help participants to obtain the visa.
- 9.8 When the course, seminar or workshop is heavily over-subscribed, consideration should be given to repeating it in the near future, preferably in a different economy.

10. AWARDING OF A CERTIFICATE

- 10.1 For most training activities, a certificate of attendance should be awarded to participants who have participated in at least 80% of the activities. For a web-based training program, the participant needs to complete at least 80% of the tasks.
- 10.2 If a certificate of achievement is to be issued, e.g. when satisfactory participation in the training activity is considered as the fulfilment of certain APLAC requirements, the appraisal scheme and minimum criteria for passing should be determined by the organising group in cooperation with the Chair of the Training Committee, documented and provided to the participants. As far as possible, the appraisal scheme should be designed in such a way that participants will not be disadvantaged by the need to express themselves in a foreign language. Participants who are not qualified to receive a certificate of achievement should be awarded a certificate of attendance if they meet the criteria stated in 10.1 above. A certificate of attendance should not be issued to participants qualified for a certificate of achievement for the same activity.
- 10.3 Certificates should be signed by the Chair of APLAC. The standard formats of certificates are given in Appendix 3 (attendance certificate) and Appendix 4 (achievement certificate). The certificates should be prepared by the APLAC Secretariat and issued on A4 APLAC letterhead paper.
- 10.4 If a participant disputes the type of certificate (s)he should be awarded, the organising group should review the case and provide advice to the Chair of the Training Committee. The decision of the Chair of the Training Committee is final.

11. ESTIMATION OF THE AMOUNT OF FUNDING REQUIRED

The amount of funding required for providing a training activity should be estimated as follows:

- 11.1 In general, each APLAC member should be allowed to nominate at least one participant to attend a training activity without payment of any participation fees. Participation fees may be charged for additional participants from the same APLAC member. If the mode of the activity allows a large class size attendance, each APLAC member may be allowed to nominate more participants without payment of any participation fees.
- 11.2 In exceptional circumstances, e.g. when the cost of preparation is very high, the Training Committee may propose to the APLAC General Assembly that APLAC members be charged a fee for participation.
- 11.3 The costs for venue hire (including any charges for all necessary facilities), third party liability insurance, morning and afternoon teas and lunches during the training period are normally borne by APLAC. In general, the standard of the venue should be equivalent to that of a 3-star hotel. Where the host volunteers to upgrade the standard at its own cost, it should provide a realistic estimate of the cost of a 3-star hotel venue in the vicinity of the chosen venue to the APLAC Secretariat to facilitate sharing of costs between APLAC and the host.

- 11.4 Unless otherwise arranged, APLAC members are responsible for the cost of travel, accommodation, subsistence and other costs for the participants nominated by them. When there is justification, e.g. when attending the training is essential for maintaining harmonisation among APLAC members, the Training Committee may request funding from the APLAC General Assembly for the travel (economy class), and accommodation (3-star hotel) for one participant from each APLAC Full member.
- 11.5 In general, the travel (economy class), accommodation (3-star hotel) and subsistence costs of presenters and facilitators are borne by APLAC.
- 11.6 For presenters and facilitators nominated by APLAC members, the APLAC members will be invited to contribute the time of the presenters and facilitators. Any compensation to be paid to any presenters or facilitators should be discussed and agreed in advance by the General Assembly or Board of Management.
- 11.7 Miscellaneous costs, such as mailing and stationery costs, the hiring of an external seminar organising agent, etc. may be included.
- 11.8 Justification for the expenditure and an itemised and realistic breakdown of the estimated costs (based on quotes obtained for venue hiring, airfares and accommodation) should be included in the form in Appendix 2.
- 11.9 If external funding is needed or available, the Training Committee may propose to the General Assembly that such funds be for soliciting. Upon the approval and instruction of the General Assembly, the Board of Management will carry out the necessary procedures to obtain the funding.

12. FEEDBACK AND REVIEW OF THE EFFECTIVENESS OF THE TRAINING

For each training activity organised by the Training Committee, participants should be required to provide feedback through completing and returning a course evaluation questionnaire. An example standard feedback questionnaire is given in Appendix 5. The feedback obtained should be analysed by the organising group.

The organising group should provide a report on the training activity to the next meeting of the Training Committee. The report should include a brief summary of the activity, what has been achieved, and any recommendations for improvement. The report should also include an analysis of the feedback forms. Such recommendations should be taken into consideration when organising future training activities. A copy of the report and of the feedback forms should be provided to the APLAC Secretariat as official records of the activity. The organising group should also provide to the Chair of the Training Committee with details of the training activity and the report so that the record of training can be updated. A table suitable for recording the history of the training provided by the Training Committee is given in Appendix 1. A copy of the current table should be provided to the APLAC Secretariat after each updating.

13. **EXPRESSION OF THANKS TO THE HOST AND APLAC MEMBERS PROVIDING PRESENTERS AND FACILITATORS**

When the training activity has been completed, the Chair of the Training Committee should send a letter of thanks to the host and to the APLAC members who have provided the time of presenters and facilitators free of charge. An example letter is given in Appendix 6. The organising group may also recommend that the Chair of the Training Committee send thank you letters to any other parties that the organising group deems to have provided valuable support for the training activity.

Appendix 1 - Training Plan/Record

Year	Title	Type	Brief Description	Organised by	Date	Host	Cost and provided by	Facilitator/Presenter and their affiliation	No. of participants	Status (Planned (P)/ Completed (C))	Deliverable and its status	Organising Group Members

Appendix 2	
Request for Funding – Training Committee	
Title of the training activity	
Form of delivery, including the language to be used	
Proposed date	
Proposed venue	
APLAC member host	
Brief description of the activity	
Expected outcome and deliverable	
Justification for providing the training activity	
Details of any similar training organised previously by the Training Committee	
Target APLAC participants; criteria for participation; any fee to be charged	
Guests to be invited and the fees to be charged	
Maximum number of participants that can be accommodated	

Type of certificate to be awarded to participants	
Names, affiliations and responsibilities of presenters and facilitators	
Organisers	<i>Training Committee. If the training event is jointly organised with another committee or organisation, this should also be stated here.</i>
Organising group members	
Amount and breakdown of funding requested	<i>A general description of what costs will be covered by the funding requested and a detailed breakdown of costs for each item .</i>
Estimated total cost	<i>If only partial funding is sought. Details of how the difference in costs will be covered (e.g. by host, by charging participants a fee).</i>
Justification for the amount requested	<i>If external funds have to be solicited, the justification and any accompanying conditions should be stated here.</i>
Remarks	<i>The following may be included in this field:</i> <i>a. The costs the host has volunteered to pay.</i> <i>b. The number of participants who have already expressed interest in attending.</i> <i>c. If the training activity is jointly organised with other organisations, background information and justification.</i>

Appendix 3
Standard Format of Attendance Certificate



This is to certify that

Name of Participant

has attended the

Title of the training activity

in

the name of the city and country

on

dates of the training activity

(Signature)

(Name)
Chair of APLAC

Date of issue: (date)

Appendix 4
Standard Format of Achievement Certificate



This is to certify that

Name of Participant

has successfully completed the

Title of the training activity

in

the name of the city and country

on

dates of the training activity

(Signature)

(Name)
Chair of APLAC

Date of issue: (date)

**Appendix 5
Standard Feedback Questionnaire**

**Title of Training Activity
Dates of the Activity**

Feedback Questionnaire

The APLAC Training Committee appreciates your feedback. It will be taken into consideration in organising future training activities. We would be grateful if you could take a few minutes to complete this feedback questionnaire and return it to the host of the training activity or to the Chair of the Training Committee.

	<u>Not Really</u>	<u>Adequately</u>	<u>Well</u>	<u>Very Well</u>
1. Has this training activity met your needs and expectations?	_____	_____	_____	_____
2. Has this activity given an adequate and balanced treatment of the subject?	_____	_____	_____	_____
3. Has this activity provided sufficient opportunity for interaction with the presenters and other participants?	_____	_____	_____	_____
	<u>Too Long</u>	<u>Suitable</u>	<u>Too Short</u>	
4. What do you think of the duration of this training activity?	_____	_____	_____	
	<u>Poor</u>	<u>Fair</u>	<u>Good</u>	<u>Excellent</u>
5. How do you rate the overall presentation?	_____	_____	_____	_____
	<u>Too expensive</u>	<u>Adequate</u>	<u>Below standard</u>	<u>Poor</u>
6. What do you think about the venue, tea and lunch arrangements?	_____	_____	_____	_____
7. How do you rate the contents of the course?	Difficult to Understand	Easy to Understand		
8. Which aspects of this training activity need improvement?	_____			

9. Which aspects of this training activity are the best?	_____			

10. Which aspects of this training course are the worst?	_____			

11. Please suggest topics for future APLAC training activities.

12. Other comments:

OPTIONAL:

Name : _____

Position title : _____

Organisation : _____

Email address : _____

Signature : _____

Thank you for your feedback.

Appendix 6 Sample thank you letter

Date
Name of chief executive
Name of the APLAC member
Physical address of the APLAC member

Dear ,

Letter of Thanks

On behalf of the APLAC Training Committee, I take great pleasure in expressing our sincere appreciation to [name of the APLAC member] for its contribution to the [title of the training activity] held in [city, country] on [dates of the training activity].

The great efforts your organisation has made in hosting the training activity / providing (Name of the presenter or facilitator) as the presenter / facilitator is evidence of its commitment to the APLAC objectives and to cooperation among APLAC members.

Feedback from the participants clearly showed that your contributions have borne fruit as the training activity has been very successful and participants have gained a lot from it.

I would like to thank you and all of your colleagues who have worked hard to make the activity a complete success.

Yours sincerely,

(Name of Training Committee Chair)
Chair – APLAC Training Committee