

Research Paper

Acas national training programme –
Delegate feedback

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Contents

List of Tables	
1. Background	1
2. Acas Workplace Training	2
2.1 Coverage of Survey	2
2.2 Delegate Satisfaction	2
2.3 Trainer Skills	3
2.3.1 Knowledge of the Subject	3
2.3.2 Presentation Skills	4
2.3.3 Giving time for Discussion	4
2.4 Course Materials	5
2.5 The effect of Management and Employee Participation	5
2.5.1 Exchanging Ideas	5
2.5.2 New Opportunities to Work Together	6
2.5.3 Working Together in the Future	6
3. Acas Training Sessions and Conferences	6
3.1 Coverage of Survey	6
3.2 Delegate Satisfaction	6
3.3 Course Objectives and Delegate Learning Needs	7
3.4 Trainers	8
3.4.1 Knowledge of the Subject	8
3.4.2 Presentation Skills	8
3.4.3 Time for Discussion	8
3.5 Course Materials	9
3.6 Course Venue	9
3.7 Marketing	10
4. Conclusions	10

List of Tables

Workplace Training

Table 1: Coverage of the Workplace Training Survey (including event coverage rate and delegate response rate) by Office.....	12
Table 2: Satisfaction by Acas Office.....	12
Table 3: Satisfaction by Topic.....	13
Table 4: Course Objectives and Delegate Learning Needs by Acas Office.....	13
Table 5: Course Objectives and Delegate Learning Needs by Topic.....	14
Table 6: Combination of answers – Course Objectives and Delegate Learning Needs.....	14
Table 7: Acas Trainer Skills by Office.....	14
Table 8: Acas Trainer’s Knowledge of the Subject by Topic	15
Table 9: Course Materials by Office	15
Table 10: Course Materials by Topic	16
Table 11: The Effect of Management and Employee Presence.....	16

Training Sessions and Conferences

Table 12: Coverage of the Training Sessions and Conferences Delegate Feedback Survey	17
Table 13: % of delegates who came from organisations of different sizes by type of training	17
Table 14: Delegate Satisfaction by Office	18
Table 15: Delegate Satisfaction by Topic.....	18
Table 16: Satisfaction by Organisation Size	18
Table 17: Delegate Learning Needs and Course Objectives by Office	19
Table 18: Delegate Learning Needs and Course Objectives by Topic.....	19
Table 19: Delegate Learning Needs and Course Objectives	19
Table 20: Trainer Skills by Office.....	20
Table 21: Trainer Knowledge of the Subject Area by Topic.....	20
Table 22: Course Materials.....	21
Table 23: The Standard of the Venue	21
Table 24: Access/ Transport to the Venue	22
Table 25: How delegates found out about the event - % of delegate responses by office (delegates could select multiple answers and so percentages won’t add up to 100)	22

1. Background

Acas utilises its extensive knowledge of employment legislation and good practice to provide a national programme of training. Courses within the programme are aimed at different audiences ranging from very small businesses with little or no HR experience to HR Professionals who want to ensure that they are completely up-to-date with the latest developments in employment legislation.

The programme is centrally co-ordinated with all courses being based upon a national framework and places can be booked on-line through the Acas national website. However the day to day delivery and administration of the training programme is organised through the network of Acas offices across the UK, allowing it to respond effectively to local needs.

Acas runs a comprehensive programme of evaluation providing feedback to policy officials (in Head Office), local and central management, and operational staff. The objective of the programme is to generate detailed information on all aspects of the service in order to seek improvements in the efficiency, effectiveness and impact of the Acas service.

The Research and Evaluation Section has developed a strategy for evaluating the Acas training programme. The Delegate Feedback Survey forms one aspect of this.

At the end of all training courses and conferences delegates are asked to fill in a two page questionnaire. They are all asked about:

- Level of satisfaction
- Learning needs
- Course objectives
- Presenters
- Course material

And on appropriate courses are asked about:

- Venue
- Where they heard about the course
- The effect of management/ employee rep/ union attendance

The completed forms are collected by the trainer, who sends them, along with a completed cover sheet giving details of the course (the topic, who presented it, the number of delegates, location etc), to an independent research company (in 2004/5 Accent), who in-put the data and produce quarterly analysis by Acas office and annual analysis by Acas office and topic.

The Training Delegate Feedback Survey is aimed at two particular categories of Acas training: 'Training Sessions and Conferences'¹ and 'Workplace Training'. This report provides an analysis of the delegate feedback data for both categories of training for the period 1st April 2004 to 31st March 2005.

¹ Includes 'Small Business Seminars', 'Advisory Seminars', 'Key Point Sessions', 'Getting It Right Sessions', 'In-Depth Sessions' and Conferences.

2. Acas Workplace Training

Workplace Training courses are run within particular organisations and are tailored to meet their specific needs. Therefore it is usually taken up by larger organisations – in 2004/5 52% of organisations who used this service had more than 500 employees, and only 4% had less than 50 employees². Topics covered by the training are wide ranging³ but 54% of events covered by this survey were on Discipline and Grievance. Existing Acas course content is tailored towards the particular needs and requirements of the individual organisations and refers to their policies. Delegates usually include representatives of both managers and employees.

2.1 Coverage of Survey

Between 1 April 2004 and 31 March 2005, 9,361 questionnaires were returned from 848 Acas Workplace Training events. This represents 58% of Acas Workplace Training events, with a response rate from delegates who attended these courses of 94% (see Table 1 for breakdown).

2.2 Delegate Satisfaction

Delegates were asked to express their satisfaction with the event they attended by selecting one of five options on a scale ranging from 'very satisfied' to 'very dissatisfied'⁴. The results of this showed that virtually all delegates (98%) were either 'very satisfied' or 'satisfied' with their experience. Six in ten delegates (60%) were particularly complimentary about their experience, selecting 'very satisfied', which is a slight increase on 2003/4 when this figure was 57%. The remaining 2% of 2004/5 delegates chose 'neither'. Only 29 individual delegates (0.003%) expressed any dissatisfaction with the training they attended.

Levels of satisfaction were consistently high across the UK. No office received less than a 90% delegate satisfaction rate⁵ (see table 2) for the courses it ran. Delegates in Bristol were particularly satisfied with their experience with all 119 delegates stating that they were either 'satisfied' or 'very satisfied', and over three quarters (76%) choosing the 'very satisfied' option.

Delegates receiving Acas mediation training seemed especially satisfied with their experience. Again every delegate stated that they were 'satisfied' or 'very satisfied' and more than 4 out of 5 (82%) were 'very satisfied'. Those attending training in more challenging subjects such as 'Bullying and Harassment' and the 'Information and Consultation Directive' were marginally less satisfied but even in these cases more than half of delegates (55% and 51% respectively) stated that

² 0 to 49 employees – 4%, 50 to 99 employees – 8%, 100 to 250 employees – 18%, 251 to 500 employees – 17%, 500+ employees – 52%. Based on 536 events

³ Topics covered under the survey were 'Discipline and Grievance', 'Absence and Staff Turnover', 'Bullying and Harassment', 'Equality and Diversity', 'Information and Consultation Directive', 'Employment Law Updates', 'Mediation', 'Employing People', 'Negotiation Skills', 'Conflict Resolution', 'Written Statements and Contracts' and 'Sexual Orientation and Religious Belief'.

⁴ 'very satisfied', 'satisfied', 'neither', 'dissatisfied', 'very dissatisfied'

⁵ % of 'satisfied' and 'very satisfied' delegates

they were 'very satisfied' and only 1% of delegates expressed any dissatisfaction (see table 3).

Delegates were asked to indicate whether they felt the training met their own personal learning needs and whether it met the course objectives. They were asked to select from the following options: 'to a large extent', 'partly' or 'not at all'⁶ (see tables 4 and 5).

For Workplace Training events the course objectives are agreed in advance with the organisation's representative (often a HR representative, whose department usually pays for the course), and where appropriate relevant employee representatives, to allow the Acas presenter to tailor the training to the organisation's requirements.

The vast majority (90%) of delegates felt that the event they attended met its agreed objectives 'to a large extent', compared to 82% in 2003/4. This year a further 10% said that it 'partly' met them. Only 7 individuals believed that the training did not meet its agreed objectives (see tables 4 and 5).

83% of delegates stated that the course they attended met their own learning needs 'to a large extent', an increase of 5% on the previous year. In 2004/5 a further 17% stated that it 'partly' met their learning needs. Only 26 individuals (0.03%) stated that it did not meet their learning needs (see tables 4 and 5).

Overall, 80% of delegates on Workplace Training courses stated both that the course met their learning needs 'to a large extent' and it met the course objectives 'to a large extent' (see table 6). This suggests that the majority of Acas Workplace Training manages to balance the needs of the paying customer (in terms of the organisation's representatives who decided on the course objectives) and the varying needs of individual delegates who attended on the day or that the needs of delegates and those that book the Workplace Training are often the same.

2.3 Trainer Skills

Delegates were asked to rate⁷ the Acas trainer in terms of their knowledge of subject area, presentation skills and giving time for discussion.

2.3.1 Knowledge of the Subject – The knowledge of the Acas trainers continued to be judged extremely highly by delegates. 81% of them rated it as 'very good'⁸ and a further 18% described it as 'good'. Only one solitary delegate, out of 9361, criticised the presenter's knowledge of the subject by selecting 'poor' or 'very poor'.

In every area across the UK, at least 97% of delegates stated that the knowledge of the presenter was 'good' or 'very good', with at least 65% classing it as 'very good' (see table 7). This was particularly high among delegates who attended courses run by the presenters from the Bristol office where 91% of delegates

⁶ For breakdowns by region and topic see tables 3 and 4

⁷ Using a scale of 'very good', 'good', 'neutral', 'poor', 'very poor'

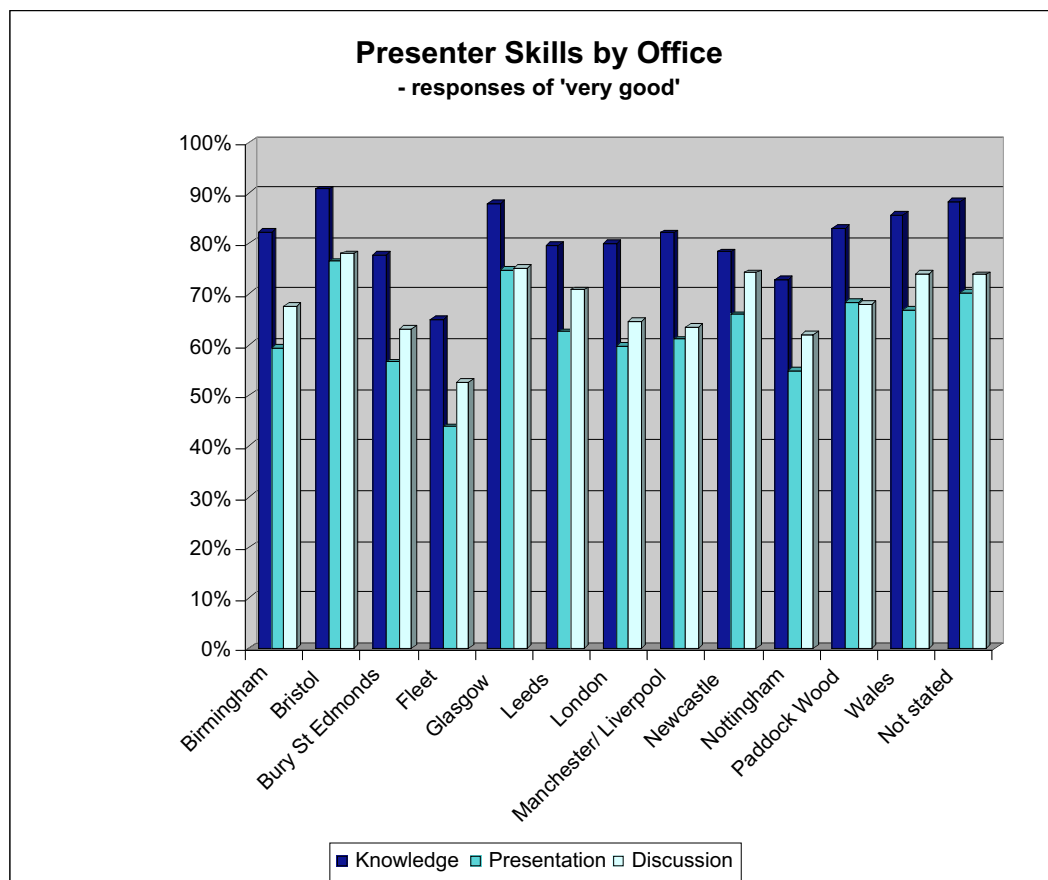
⁸ In 2003/4, 79% of delegates rated the trainer's knowledge as 'very good' and a further 19% rating it as 'good'

stated that the presenters' knowledge was 'very good', and the remaining 9% characterising it as 'good'.

The knowledge of presenters conducting mediation courses was rated exceptionally highly with 93% of delegates describing it as 'very good' and the rest of the delegates stating that it was 'good'. Even on courses about the new 'Information and Consultation Directive' (the topic with the lowest percentage of delegates classing it as 'very good'), 98% of delegates rated the presenters' knowledge as 'good' or 'very good', with more than seven out of ten delegates (72%) classing it as 'very good' (see table 8).

2.3.2 Presentation Skills – As with last year, 97% of delegates rated the presenter's presentation skills as being either 'very good' (63%) or 'good' (34%). Responses of 'very good' ranged from 76%, down to 44% (see table 7). All delegates in the Bristol area classed the presenters' skills as 'very good' (76%)/ 'good' (24%), and Glasgow presenters were described as 'very good' by three quarters of delegates (a further 24% chose 'good').

2.3.3 Giving time for Discussion – Similarly, almost all delegates (96%) were happy with the time allowed for discussion at the events, with delegates rating this as being either 'very good' (68%) or 'good' (28%). Delegates from Bristol were most likely to rate the time given for discussion as being very good (78%) (see table 7).



2.4 Course Materials

Acas has put centrally developed training materials onto the intranet for trainers to download and use as a basis for developing tailored Workplace Training events. Acas trainers themselves have many years of experience and use this to add illustrative examples, their own (personally or regionally developed) resources and materials specific to the organisation in which they are delivering the training.

Delegates are asked to rate⁹ the handouts, case studies and visual aids used during the training event. In each case the vast majority of delegates rated them as either 'very good' or 'good'; 92% for case studies, 95% for handouts, 89% for visual aids (see table 9). All of these figures are increases on 2003/4.¹⁰ However the proportion of delegates rating course materials as 'very good' tended to be lower in comparison with other questions, with more delegates rating each as 'good' rather than 'very good'. Handouts were the most highly rated with almost half (47%) of delegates considering them to be 'very good', compared to 43% for case studies and 39% for visual aids (see table 9).

There was some inconsistency between ratings of course materials depending upon which office ran the event, perhaps an indication of the amount to which some regions tend to use their own materials rather than those produced centrally (see table 9). For example there was a 19% difference between the 'good'/'very good' top rating for visual aids of 94% and the lowest rating of 75%.

As may be expected there was some disparity in satisfaction levels between topics concerning case studies, as these are unique to each topic. 97% of delegates felt that the case studies on the 'Mediation' courses were 'good' or 'very good' while 86% of delegates who attended courses on 'Information and Consultation' gave them this rating. Across all topics, handouts were given a 'good'/'very good' rating by at least 91% of delegates, with 97% giving this rating to courses on 'Absence Management' and 'Employing People'. Visual aids tended to get lower ratings ranging from 82% to 93% in different areas (see table 9).

2.5 The effect of Management and Employee Participation

To improve the impact and effectiveness of its training, Acas encourages organisations to have both a management and employee presence at any series of training events that it runs for a specific organisation. This ensures that the training has the buy in of both managers and employees, provides an opportunity to work together and helps both sides understand what is trying to be achieved by the training.

2.5.1 Exchanging Ideas – On courses where both managers and employee representatives attended, 99% of delegates agreed that Workplace Training

⁹ Delegates are asked to use the following scale: 'very good', 'good', 'neutral', 'poor', 'very poor' or 'not applicable'

¹⁰ In 2003/4 the proportion of delegates rating course materials as either 'good' or 'very good' was: 85% case studies, 91% handouts, 85% visual aids

provided an opportunity for a free exchange of ideas, with 81% of delegates agreeing with this 'to a large extent' (see table 11). This is unchanged from the previous year.

2.5.2 New Opportunities to Work Together – 97% of delegates agreed 'to a large extent' (65%) or 'partly' (32%) that this provided a new opportunity for them to work together. Only 3% of delegates did not agree (see table 11). This is in line with 2003/4 when 65% of delegates also agreed with this 'to a large extent'.

2.5.3 Working Together in the Future – Almost all delegates (97%) believed Acas Workplace Training would make working together easier in the future. 65% agreed that it would 'to a large extent', while 32% 'partly' agreed. Only 3% of delegates disagreed with this. Unsurprisingly, courses on topics that related to improving working relationships between managers and employees, scored more highly on this question. For example on 'Information and Consultation' courses 78% agreed 'to a large extent' that the Workplace Training would make working together in the future easier and a further 20% agreed with this 'partly'. (see table 11).

3. Acas Training Sessions and Conferences

As well as its tailored Workplace Training service, Acas runs a national programme of advertised, open access training targeted at specific audiences ranging from small businesses to HR professionals.

70% of delegates who attended Acas Training Sessions and Conferences were from SMEs (organisations with 250 employees or less)¹¹ and over three quarters (77%) of delegates attended events that were described by the trainers as being 'aimed at small businesses'. However these small business courses were popular with delegates from organisations of all sizes with 24% of delegates came from organisations with more than 250 employees (see table 13).

3.1 Coverage of Survey

Between April 2004 and March 2005, 7,130 questionnaires were returned from 587 Acas Training Sessions and Conferences, giving an event coverage rate of 65%¹² and a delegate response rate of 90% (see table 12).

3.2 Delegate Satisfaction

98% of delegates stated that they were either 'satisfied' or 'very satisfied' with the Acas event they attended, with a majority (58%) saying that they were 'very

¹¹ No employees – 1%, 1 to 4 employees – 4%, 5 to 9 employees – 5%, 10 to 24 employees – 14%, 25 to 49 employees – 15%, 50 to 99 employees – 15%, 100 to 250 employees – 16%, 251 to 500 employees – 10%, 500+ employees – 20%. Based on 5187 delegate responses

¹² Feedback was also received from some Acas talks although these aren't normally evaluated under the Training Delegate Feedback survey

satisfied¹³. This is a slight increase on last year when overall satisfaction¹⁴ was 97%, with 57% of delegates being 'very satisfied'.

There were fewer 'dissatisfied'/ 'very dissatisfied' delegates – only 12 delegates (0.18%) in 2004/5 compared to 27 in 2003/4. There were also fewer delegates who were 'neither satisfied nor dissatisfied' (down to 102 delegates in 2004/5 from 147 in 2003/4).

In 2004/5 delegates in Paddock Wood were particularly satisfied with their Acas training course with 71% of delegates selecting 'very satisfied' and 99% of delegates being 'very satisfied' or 'satisfied' (see table 14).

Delegates who attended courses on 'Written Statements and Contracts', 'Employing People' and 'Working Parents' achieved particularly high levels of 'very satisfied' delegates (66%, 66% and 67% respectively). Those attending training on 'Bullying and Harassment' and 'Employment Law Updates' were comparatively less satisfied with only a small majority (52%) stating that they were 'very satisfied' (see table 15).

Over half of the returned questionnaires coming from delegates who had attended training on 'Discipline and Grievance'. 58% of these stated that they were 'very satisfied' with the event they attended and 98% were either 'satisfied' or 'very satisfied'.

Satisfaction was particularly high among delegates who came from small businesses. Among delegates from organisations with less than 10 employees 69% of delegates were 'very satisfied' compared to 50% of delegates from organisations with 500 or more employees. The smaller the organisation the higher the satisfaction rating (see table 16).

3.3 Course Objectives and Delegate Learning Needs

For Acas Training Sessions and Conferences the course objectives are stated in advertising literature and at the beginning of each course. At the end of the course delegates are then asked to indicate on a 3 point scale ('to a large extent', 'partly' or 'not at all') whether they felt the event met their own personal learning needs and whether the event met its stated objectives as set by Acas (see tables 17 and 18).

90% of delegates agreed that the course they attended met these objectives 'to a large extent'. This was particularly high in Bristol with 95% of delegates agreeing that the training met their needs 'to a large extent'. Nationally, only 6 delegates out of 6728 respondents ticked the 'not at all' box (0.00089%).

Slightly fewer delegates (82%) said that the course met their own learning needs 'to a large extent', but with 18% saying that their needs were met in part. However only 10 delegates felt that the course did not meet their learning needs (see tables 17 and 18).

¹³ Delegates were given the choice of a 5 point scale of satisfaction ('very satisfied', 'satisfied', 'not satisfied not dissatisfied', 'dissatisfied' and 'very dissatisfied').

¹⁴ 'very satisfied' and 'satisfied'

More than eight in ten delegates (81%) stated that the course both met its intended objectives and their own personal learning needs, implying that the courses are well targeted.

3.4 Trainers

The questionnaires asked delegates to assess the Acas Trainer on their knowledge of the subject, their presentation skills, and whether they allowed the correct amount of time for discussion. Again, as with Workplace Training, delegates were particularly impressed by the trainer's knowledge of the subject area.

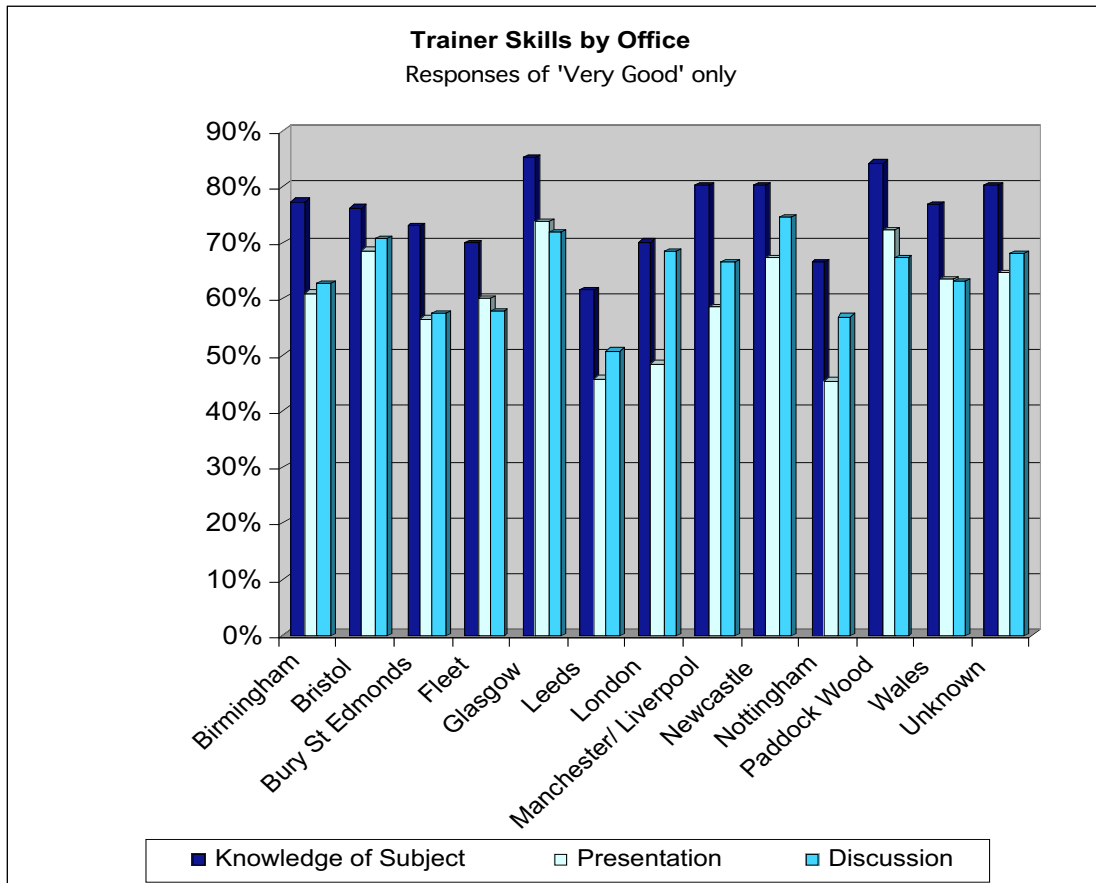
3.4.1 Knowledge of the Subject – Over three quarters (76%) of delegates rated the knowledge of the presenter as 'very good'. In addition to this 23% of delegates considered the presenter's knowledge to be 'good'. Only 6 delegates were dissatisfied with the presenter's knowledge.

On no topic did Acas presenters obtain a rating ('good' or 'very good') of less than 97% (see table 21), but there was some disparity between the scores of 'very good' by topic. As might be expected cutting edge training sessions aimed at more knowledgeable audiences such as 'Employment Law Updates' received slightly lower ratings of 'very good' (67%), than standard courses such as 'Absence and Staff Turnover' (78%), 'Written Statements and Contracts' (78%), 'Employing People' (78%) and 'Discipline and Grievance' (76%).

Trainers from some Acas offices performed better than others. For example presenter knowledge was rated as 'very good' by 85% of delegates who attended training run by the Glasgow office (see table 20).

3.4.2 Presentation Skills – 60% of delegates rated the course presenter's skills as 'very good' and further 35% considered them to be 'good'. 4% of delegates were neutral. Only a handful of delegates (25 which is less than 1%) rated the trainer's presentation skills as 'poor' or 'very poor'. Presenters were rated most highly by delegates in Glasgow (74% said 'very good').

3.4.3 Time for Discussion – The vast majority of delegates were happy with the time allowed for discussion during the event they attended. Overall 95% of delegates rated this aspect as either 'very good' (64%) or 'good' (31%). However 46 delegates (1%) rated this as either 'poor' or 'very poor'. Delegates in Newcastle, Bristol and Glasgow were particularly positive; at least seven out of ten in these Acas offices gave a score of 'very good' (see table 20).



3.5 Course Materials

As with Workplace Training materials for Acas Training Sessions and Conferences are produced centrally but trainers use their knowledge and experience to adapt them to particular situations. However as delegates on Training Sessions and Conferences come from a range of different organisations it is usually not necessary or possible to tailor the materials in the same way that Workplace Training trainers can.

Delegates were asked to use the same 5-point scale (i.e. from 'very good' to 'very poor') to rate the quality of handouts, case studies and visual aids at the event. Again handouts received higher ratings, with 94% of delegates rating them as 'good' or 'very good', compared to 87% giving this rating to cases studies and 89% to the visual aids.

Delegates who attended courses run by the Newcastle office were particularly impressed with the course materials, with three quarters of delegates assessing their handouts as 'very good' and a majority rating both the case studies (57%) and visual aids (54%) as 'very good'. (see table 22)

3.6 Course Venue

Training Sessions and Conferences are arranged by staff from Acas offices and so local knowledge dictates the choice of venue. They can take place in a variety of locations, some within Acas offices themselves, others in hotels or conference

centres. This is unlike Workplace Training Events where the client organisation arranges the course location.

Overall 90% of delegates rated the venue of their course as either 'very good' (52%) or 'good' (38%). Eight per cent of delegates said that the general standard of the venue was neither good nor poor, with a further 2% (114 delegates) rating it as being either poor or very poor. There was a lot of disparity between offices, with venues in London, Newcastle and Leeds achieving the highest proportion of 'very good' ratings from delegates 72%, 66% and 65% respectively, compared to a low of 37% (see table 23).

The vast majority of delegates (87%) were positive about the access and transport to the venue, with 48% rating it as 'very good' and 39% as 'good'. One in ten classed the access and transport to the venue as 'neither good nor poor' and 3% classed it as being 'poor' or 'very poor'. London got the highest rating for access and transport to the venue with 70% ticking the 'very good' box, but again there was regional disparity with 'good'/'very good' ratings going down to 36% (see table 24).

3.7 Marketing

The positive view delegates have of Acas training events is backed up by the fact that one in five (20%) of delegates attended the event because of a recommendation from a colleague or business associate.

However, the selling of courses by Acas staff is actually very low with only 2% of delegates hearing about the event from helpline staff, 5% from a previous event and 3% directly from other Acas staff.

Mail outs have been the most successful way of reaching delegates with 39% of delegates hearing about the course in this way. Although regional disparity in these figures (from 15% to 50%) implies that regional mailings rather than national ones are having the most impact (see table 25).

Acas training can now be booked on-line through the national website. The growing importance of the website as a marketing tool can be seen by the increase in the percentage of delegates hearing about training from this source, from 7% in 2003/4 to 11% in 2004/5.

4. Conclusions

- **Delegate Satisfaction** - Satisfaction rates¹⁵ have remained consistently high at 98% for each type of training. Smaller organisations were particularly satisfied with the Training Sessions and Conferences that they attended.
- **Acas Trainers** – Delegates rated the knowledge of the Acas trainers particularly highly with 81% rating it as 'very good' for Workplace Training and 76% for Training Sessions and Conferences.

¹⁵ % of delegates who were either 'Satisfied' and 'Very Satisfied'

- **Targeting** – Both types of training are well targeted with 80% of Workplace Training delegates and 81% of Training Session and Conference delegates both agreeing 'to a large extent' that the course met it's agreed objectives and their own personal learning needs.
- **Course Materials** – Although handouts were rated as 'good' or 'very good' by over nine out of ten delegates, visual aids were rated slightly lower at 89% for both Workplace Training and for Training Sessions and Conferences. Overall the ratings of course materials tended to be lower than responses for other questions.
- **Marketing (Training Sessions and Conferences only)**
 - o **Word of Mouth** – One in five delegates are coming on Acas training due to a personal recommendation from a colleague or business associate, demonstrating that delegates are not only satisfied but willing to tell others about their experience with Acas
 - o **Acas staff** – Only a few delegates found out about Acas training from Acas staff
 - o **Website Usage** – The Acas website is becoming a more important way of advertising Acas training services
 - o **Mailouts** – Mail is the most popular way of finding out about Acas services, however variation by office suggests that some offices have more successful mailout strategies than others

APPENDIX 1 – TABLES

Table 1: Coverage of the Workplace Training Survey (including event coverage rate and delegate response rate) by Office

	No. of events covered by survey	Total no. of events ¹⁶	Event coverage rate %	No. of q'aires returned	No. of delegates ¹⁷	Delegate response rate %
Birmingham	28	79	35	261	294	89
Bristol	10	75	13	119	126	94
Bury St Edmunds	77	105	73	770	840	92
Fleet	38	82	46	348	377	92
Glasgow	112	167	67	1144	1249	92
Leeds	154	164	94	2040	2177	94
London	63	190	33	612	639	96
Manchester/ Liverpool	84	121	69	957	1028	93
Newcastle	53	135	39	617	651	95
Nottingham	80	156	51	810	877	92
Paddock Wood	63	84	75	712	725	98
Wales	76	115	66	867	920	94
Unknown ¹⁸	10	N/A	N/A	104	N/A	N/A
UK	848	1473	58	9361	9917	94

Table 2: Satisfaction by Acas Office

	% Very satisfied	% Satisfied	% Neither	% Dissatisfied	No. of Responses
Birmingham	61	38	0	0	261
Bristol	76	24	0	0	119
Bury St Edmunds	54	44	2	0	768
Fleet	40	51	6	2	348
Glasgow	68	30	1	0	1144
Leeds	58	41	1	0	2036
London	60	38	1	0	612
Manchester/ Liverpool	59	39	2	0	954
Newcastle	63	36	1	0	615
Nottingham	50	47	3	0	808
Paddock Wood	65	33	1	0	711
Wales	66	32	1	1	866
Unknown	58	40	1	1	104
UK	60	38	2	0	9346

¹⁶ From the Acas Events Database ("In-company work")

¹⁷ From the WPT cover sheet – filled out by the Acas trainer

¹⁸ In these cases the trainer did not fully complete the event cover sheet

Table 3: Satisfaction by Topic

	% Very Satisfied	% Satisfied	% Neither	% Dissatisfied	No. of Responses
Absence & Staff Turnover	66	33	1	0	907
Bullying & Harassment	55	42	2	1	846
Discipline & Grievance	61	37	2	0	3681
Employing People	68	32	1	0	111
Employment Law Updates	69	31	1	0	274
Equality and Diversity	61	37	2	0	357
Information & Consultation Directive	51	45	3	1	351
Mediation	82	18	0	0	91
Written Statements & Contracts	69	30	0	1	103
Other ¹⁹	56	42	2	0	2430

Table 4: Course Objectives and Delegate Learning Needs by Acas Office

	Learning Needs				Course Objectives			
	% To a large extent	% Partly	% Not at all	No of responses	% To a large extent	% Partly	% Not at all	No of responses
Birmingham	90	10	0	257	90	10	0	235
Bristol	92	8	0	117	93	7	0	111
Bury	79	21	0	760	86	14	0	746
Fleet	76	22	2	342	83	17	1	333
Glasgow	87	13	1	1134	94	6	0	1101
Leeds	82	18	0	2020	90	10	0	1926
London	85	15	0	602	92	8	0	587
Manchester/ Liverpool	82	17	0	947	91	9	0	895
Newcastle	86	14	0	611	93	7	0	591
Nottingham	74	26	0	793	84	16	0	758
Paddock Wood	87	12	0	701	90	10	0	670
Wales	82	18	0	861	89	11	0	821
Unknown	82	17	1	103	87	12	1	98
UK	83	17	0	9248	90	10	0	8872

¹⁹ Includes: Negotiation Skills, Sexual Orientation & Religious Belief, Conflict Resolution, and multi topic courses such as Discipline & Absence Management, Absence & Diversity etc

Table 5: Course Objectives and Delegate Learning Needs by Topic

	Learning Needs				Course Objectives			
	% To a large extent	% Partly	% Not at all	No. of responses	% To a large extent	% Partly	% Not at all	No. of responses
Absence & Staff Turnover	86	14	0	901	93	7	0	866
Bullying & Harassment	80	19	1	839	88	12	0	805
Discipline & Grievance	85	15	0	3653	91	9	0	3504
Employing People	85	15	0	109	93	7	0	111
Employment Law Updates	86	14	0	269	91	9	0	263
Equality & Diversity	85	15	0	350	89	11	0	329
Information & Consultation Directive	77	23	0	347	83	17	0	333
Mediation	93	7	0	90	97	3	0	86
Written Statements & Contracts	82	18	0	103	83	17	0	93
Other	79	21	1	2587	88	12	0	2475

Table 6: Combination of answers – Course Objectives and Delegate Learning Needs

Learning Needs	Course Objectives	
	To a large extent	Partly
To a large extent	80%	2%
Partly	9%	8%
Not at all	0%	0%

Base: 8784 delegate responses

Table 7: Acas Trainer Skills by Office

	Knowledge				Presentation Skills				Time for Discussion						
	% Very good	% Good	% Neutral	% Poor/very poor	No. of responses	% Very good	% Good	% Neutral	% Poor/very poor	No. of responses	% Very good	% Good	% Neutral	% Poor/very poor	No. of responses
Birmingham	82	18	0	0	259	59	37	3	0	258	68	27	5	1	257
Bristol	91	9	0	0	118	76	24	0	0	119	78	21	1	0	118
Bury St Edmonds	78	21	1	0	763	57	41	3	0	769	63	35	2	0	762
Fleet	65	32	3	0	344	44	51	5	0	347	53	39	7	2	345
Glasgow	88	12	0	0	1136	75	24	1	0	1143	75	23	2	0	1133
Leeds	80	20	0	0	2025	63	36	2	0	2036	71	28	2	0	2017
London	80	18	1	0	608	60	36	4	0	611	65	31	3	0	604
Manchester/ Liverpool	82	17	1	0	944	61	34	5	0	956	64	31	5	0	940
Newcastle	78	21	0	0	613	66	32	2	0	616	74	24	2	0	613
Nottingham	73	26	1	0	799	55	41	3	0	803	62	34	4	0	794
Paddock Wood	83	17	0	0	708	68	30	2	0	710	68	29	3	0	707
Wales	86	14	0	0	851	67	31	1	0	867	74	24	2	0	851
Unknown	88	11	1	0	103	70	26	4	0	104	74	19	4	3	103
UK	81	18	1	0	9168	63	34	3	0	9235	68	28	3	0	9141

Table 8: Acas Trainer's Knowledge of the Subject by Topic

	% Very good	% Good	% Neutral	% Poor/ very poor	No. of responses
Absence & Staff Turnover	85	15	0	0	900
Bullying & Harassment	80	19	1	0	844
Discipline & Grievance	82	17	1	0	3651
Employing People	77	23	1	0	111
Employment Law Updates	78	22	0	0	271
Equality & Diversity	84	16	0	0	352
Information & Consultation Directive	72	26	1	0	349
Mediation	93	7	0	0	91
Written Statements & Contracts	79	21	0	0	101
Other	78	21	1	0	2601

Table 9: Course Materials by Office

	Case studies				Handouts				Visual Aids						
	% Very Good	% Good	% Neutral	% Poor/ very poor	No. of responses	% Very Good	% Good	% Neutral	% Poor/ very poor	No. of responses	% Very Good	% Good	% Neutral	% Poor/ very poor	No. of responses
Birmingham	42	51	7	0	253	47	48	5	0	259	35	51	14	0	249
Bristol	54	43	4	0	114	50	47	3	0	119	44	50	5	0	115
Bury St Edmonds	29	57	13	0	661	39	55	7	0	754	33	55	12	1	709
Fleet	25	57	18	0	305	30	55	14	0	341	24	51	21	3	328
Glasgow	52	43	5	0	1029	51	44	4	0	1089	48	45	6	0	1111
Leeds	38	54	8	0	1981	43	51	6	0	2019	36	54	9	1	1987
London	49	45	6	0	588	49	47	3	0	604	38	51	11	1	596
Manchester/ Liverpool	43	48	8	1	862	47	48	4	0	952	39	48	12	1	896
Newcastle	42	49	8	0	547	56	42	2	0	615	41	52	7	0	600
Nottingham	39	51	9	1	774	38	55	7	1	794	33	51	15	1	748
Paddock Wood	51	43	5	0	668	51	45	4	0	704	40	50	10	0	690
Wales	53	43	4	0	836	59	38	3	0	856	50	43	6	1	848
Unknown	50	40	9	1	98	57	37	6	1	104	47	41	13	0	101
UK	43	49	8	0	8716	47	48	5	0	9210	39	50	10	1	8978

Table 10: Course Materials by Topic

	Handouts					Case Studies					Visual Aids				
	% Very Good	% Good	% Neutral	% Poor/very poor	No. of responses	% Very Good	% Good	% Neutral	% Poor/very poor	No. of responses	% Very Good	% Good	% Neutral	% Poor/very poor	No. of responses
Absence & Staff Turnover	55	43	2	0	905	52	43	5	0	876	46	46	7	1	890
Bullying & Harassment	41	53	6	0	829	41	53	6	0	820	40	50	9	1	824
Discipline & Grievance	50	46	4	0	3648	42	50	8	0	3489	40	50	9	0	3563
Employing People	50	47	3	0	110	42	49	9	0	108	36	56	8	0	111
Employment Law Updates	53	42	5	0	272	48	45	7	0	252	42	47	8	2	257
Equality & Diversity	52	42	5	0	353	53	43	4	0	352	52	41	7	1	350
Information & Consultation Directive	37	55	7	0	350	29	57	13	1	282	30	52	16	1	321
Mediation	55	41	4	0	91	52	45	2	1	89	40	52	8	0	89
Written Statements & Contracts	49	47	4	0	102	40	50	10	0	101	45	46	8	0	99
Other	41	52	7	0	2546	39	48	9	0	2343	33	53	13	1	2436

Table 11: The Effect of Management and Employee Presence

	Exchange Ideas					Opportunity to Work Together					Future Working					
	% To a large extent	% Partly	% Not at all	No. of responses	% To a large extent	% Partly	% Not at all	No. of responses	% To a large extent	% Partly	% Not at all	No. of responses	% To a large extent	% Partly	% Not at all	No. of responses
Absence & Staff Turnover	82	17	1	353	71	28	2	340	72	27	1	339	66	32	2	399
Bullying & Harassment	81	18	0	415	66	31	3	396	66	32	2	399	64	33	3	1398
Discipline & Grievance	82	18	0	1467	63	34	3	1406	57	38	5	82	77	22	1	150
Employment Law Updates	77	22	1	87	59	38	4	82	70	27	2	142	81	17	1	216
Equality & Diversity	83	17	1	150	70	27	2	142	77	23	0	209	66	32	2	56
Information & Consultation Directive	81	19	0	216	77	23	0	209	53	38	9	55	80	19	1	1475
Written Statements & Contracts	66	32	2	56	53	38	3	1420	63	34	3	1419	81	18	1	4219
Other	80	19	1	1475	63	34	3	1420	65	32	3	4050	81	18	1	4219
Overall	81	18	1	4219	65	32	3	4050	65	32	3	4044	65	32	3	4044

Table 12: Coverage of the Training Sessions and Conferences Delegate Feedback Survey

	No. of events covered by survey	Total no. of events ²⁰	Event coverage rate %	No. of q'aires returned	No. of delegates ²¹	Delegate response rate %
Birmingham	42	51	82	552	665	83
Bristol ²²	37	79	47	388	417	93
Bury St Edmunds	74	82	90	892	1067	84
Fleet	43	69	62	403	429	94
Glasgow	106	129	82	1,339	1470	91
Leeds	47	80	59	785	965	81
London ²³	32	90	36	258	278	93
Manchester/ Liverpool	65	85	76	783	895	87
Newcastle	27	60	45	352	404	87
Nottingham	46	58	79	612	614	100
Paddock Wood	25	49	51	291	327	89
Wales	33	65	51	373	430	87
Unknown ²⁴	8	0	N/A	102	N/A	N/A
UK	587	897	65	7130	7961	90

Table 13: % of delegates who came from organisations of different sizes by type of training

	Training sessions aimed primarily at small businesses	Training sessions (with less than 50 delegates) aimed at larger organisations	Conferences (50 or more delegates)
% No employees	2	0	1
% 1 - 4 employees	5	1	2
% 5 - 9 employees	6	2	1
% 10 - 24 employees	16	7	5
% 25 - 49 employees	17	9	9
% 50 - 99 employees	16	14	10
% 100 - 250 employees	16	17	23
% 251 - 500 employees	9	16	13
% 500+ employees	15	32	36
No. of responses	3785	930	230

²⁰ From the Acas Events Database. It includes 'seminars', 'conferences', 'conferences' and 'small business seminars'

²¹ Based upon information from the trainer cover sheets, filled in by the Acas presenter

²² Questionnaires from the Oct - Dec 04 quarter went missing

²³ Questionnaires from the Apr - Jun 04 quarter went missing

²⁴ The Acas presenter did not fill in the cover sheet of these events

Table 14: Delegate Satisfaction by Office

	% Very satisfied	% Satisfied	% Neither	% Dissatisfied/ very dissatisfied	No. of responses
Birmingham	53	46	1	0	547
Bristol	60	39	1	0	383
Bury St Edmonds	57	41	1	0	832
Fleet	61	37	2	0	392
Glasgow	63	35	1	0	1290
Leeds	52	46	2	0	718
London	47	49	4	0	221
Manchester/ Liverpool	59	40	1	0	728
Newcastle	68	30	1	0	341
Nottingham	49	49	2	0	608
Paddock Wood	71	28	0	0	266
Wales	62	36	3	0	357
Unknown	56	43	1	0	94
Total	58	40	2	0	6777

Table 15: Delegate Satisfaction by Topic

	% Very satisfied	% Satisfied	% Neither	% Dissatisfied/ very dissatisfied	No. of responses
Absence and Staff Turnover	62	37	1	0	640
Bullying & Harassment	52	46	2	0	237
Discipline and Grievance	58	40	1	0	3551
Employing People	66	33	1	0	323
Employment Law Updates	52	46	2	0	380
Information & Consultation Directive	58	40	2	0	220
Working Parents	67	32	1	0	99
Written Statements & Contracts	66	34	1	0	432
Other	55	43	2	0	895

Table 16: Satisfaction by Organisation Size

	% Very satisfied	% Satisfied	% Neither	% Dissatisfied/ very dissatisfied	No. of responses
No employees	72	27	1	0	75
1 - 4 employees	69	29	2	0	210
5 - 9 employees	69	30	1	0	244
10 - 24 employees	62	37	1	0	710
25 - 49 employees	61	38	1	0	766
50 - 99 employees	58	40	2	0	771
100 - 250 employees	54	45	2	0	844
251 - 500 employees	52	47	1	0	539
500+ employees	49	47	3	1	1009

Table 17: Delegate Learning Needs and Course Objectives by Office

	Learning Needs				Course Objectives			
	% To a large extent	% Partly	% Not at all	No. of responses	% To a large extent	% Partly	% Not at all	No. of responses
Birmingham	84	16	0	546	89	11	0	516
Bristol	87	13	0	387	95	5	0	377
Bury St Edmonds	85	15	0	885	92	8	0	817
Fleet	78	22	0	393	89	11	0	377
Glasgow	88	12	0	1324	93	7	0	1275
Leeds	77	23	0	775	88	12	0	742
London	79	19	2	257	87	13	0	240
Manchester/ Liverpool	80	19	0	778	87	13	0	739
Newcastle	84	16	0	350	91	9	0	338
Nottingham	72	28	0	607	81	18	0	578
Paddock Wood	86	14	0	288	92	8	0	274
Wales	79	21	0	362	88	12	0	357
Unknown	84	16	0	101	89	10	1	98
UK	82	18	0	7053	90	10	0	6728

Table 18: Delegate Learning Needs and Course Objectives by Topic

	Learning Needs				Course Objectives			
	% To a large extent	% Partly	% Not at all	No. of responses	% To a large extent	% Partly	% Not at all	No. of responses
Absence and Staff Turnover	78	22	0	668	89	11	0	642
Bullying & Harassment	79	21	0	245	89	11	0	231
Discipline and Grievance	84	16	0	3681	90	9	0	3529
Employing People	83	17	0	328	91	9	0	312
Employment Law Updates	74	26	0	400	85	15	0	374
Information & Consultation Directive	80	20	0	226	88	12	0	212
Working Parents	85	15	0	102	93	7	0	94
Written Statements & Contracts	87	13	0	452	92	8	0	430
Other	79	21	0	951	87	13	0	904

Table 19: Delegate Learning Needs and Course Objectives

Learning Needs	Course Objectives		
	To a large extent	Partly	Not at all
To a large extent	81%	2%	0%
Partly	9%	9%	0%
Not at all	0%	0%	0%

Base: 6677 delegate responses

Table 20: Trainer Skills by Office

	Knowledge					Presentation Skills					Time for Discussion				
	% Very good	% Good	% Neutral	% Poor/very poor	No. of responses	% Very good	% Good	% Neutral	% Poor/very poor	No. of responses	% Very good	% Good	% Neutral	% Poor/very poor	No. of responses
Birmingham	77	21	1	0	546	61	37	2	0	550	63	34	3	0	544
Bristol	76	23	1	0	383	69	30	2	0	386	71	27	2	1	383
Bury St Edmonds	73	26	1	0	879	56	38	6	0	886	57	35	7	1	870
Fleet	70	28	2	0	390	60	36	3	1	396	58	35	6	1	389
Glasgow	85	14	1	0	1328	74	24	2	0	1333	72	25	3	1	1316
Leeds	62	34	3	1	784	46	47	7	1	783	51	42	7	0	778
London	70	28	2	0	255	48	43	8	1	258	68	28	3	0	253
Manchester/Liverpool	80	19	1	0	775	59	39	3	0	780	67	29	4	0	771
Newcastle	80	19	0	0	350	67	31	2	0	352	74	22	3	0	349
Nottingham	67	31	2	0	605	45	49	5	1	608	57	36	6	1	598
Paddock Wood	84	15	1	0	291	72	26	2	0	291	67	29	2	1	291
Wales	77	21	3	0	370	63	31	5	1	369	63	31	4	1	366
Unknown	80	17	3	0	101	65	32	3	0	102	68	27	4	1	100
UK	76	23	1	0	6956	60	35	4	0	7094	64	31	4	1	7008

Table 21: Trainer Knowledge of the Subject Area by Topic

	% Very good	% Good	% Neutral	% Poor/very poor	No. of responses
Absence and Staff Turnover	78	21	0	0	667
Bullying & Harassment	72	26	2	0	241
Discipline and Grievance	76	22	1	0	3689
Employing People	78	20	2	0	331
Employment Law Updates	67	31	2	0	400
Information & Consultation Directive	69	29	2	0	224
Working Parents	71	26	3	0	102
Written statements & Contracts	78	22	1	0	452
Other	75	23	2	0	951

Table 22: Course Materials

	Case Studies					Handouts					Visual Aids				
	% Very good	% Good	% Neutral	% Poor/very poor	No. of responses	% Very good	% Good	% Neutral	% Poor/very poor	No. of responses	% Very good	% Good	% Neutral	% Poor/very poor	No. of responses
Birmingham	39	47	14	0	432	58	37	4	1	547	41	49	10	0	534
Bristol	45	44	10	1	341	45	48	5	2	386	38	50	10	2	375
Bury St Edmonds	29	49	21	1	643	44	50	6	0	880	31	54	13	1	830
Fleet	35	52	13	1	317	41	52	7	1	378	34	53	13	1	352
Glasgow	41	47	12	0	981	59	36	4	1	1245	43	47	9	1	1284
Leeds	34	49	15	2	596	50	45	5	0	775	36	52	12	1	758
London	41	42	17	1	190	49	44	6	1	257	33	48	17	2	248
Manchester/Liverpool	40	50	10	0	664	55	41	4	0	768	38	48	12	2	742
Newcastle	57	34	8	1	287	75	23	1	0	351	54	42	4	1	343
Nottingham	37	50	12	1	503	49	45	6	0	602	31	53	14	2	584
Paddock Wood	57	39	3	0	279	62	36	1	0	288	45	49	7	0	249
Wales	38	47	14	1	286	59	38	3	0	360	43	46	10	1	360
Unknown	49	40	9	1	89	58	35	5	2	102	46	46	7	1	83
UK	40	47	13	1	5608	53	41	5	0	6837	39	50	11	1	6742

Table 23: The Standard of the Venue

	% Very good	% Good	% Neutral	% Poor/very poor	No. of responses
Birmingham	37	46	12	5	541
Bristol	56	40	4	0	387
Bury St Edmonds	46	42	10	1	869
Fleet	55	41	4	1	385
Glasgow	40	46	12	2	1320
Leeds	65	30	4	1	763
London	72	24	3	0	237
Manchester/Liverpool	56	35	7	2	755
Newcastle	66	31	3	0	346
Nottingham	62	32	5	1	585
Paddock Wood	54	34	10	2	252
Wales	50	41	8	2	371
Unknown	57	36	6	1	100
UK	52	38	8	2	6911

Table 24: Access/ Transport to the Venue

	% Very good	% Good	% Neutral	% Poor/very poor	No. of responses
Birmingham	36	45	14	5	516
Bristol	45	41	11	3	381
Bury St Edmonds	47	41	11	2	837
Fleet	50	37	10	2	377
Glasgow	41	42	14	3	1255
Leeds	55	35	7	3	746
London	70	24	4	2	226
Manchester	48	34	13	5	723
Newcastle	52	38	8	2	330
Nottingham	52	38	9	2	578
Paddock Wood	50	37	11	2	246
Wales	51	39	8	1	357
Unknown	48	33	12	6	97
UK	48	39	11	3	6669

Table 25: How delegates found out about the event - % of delegate responses by office (delegates could select multiple answers and so percentages won't add up to 100)

	An Acas publication	Direct from Acas staff (not Helpline or previous event)	Helpline %	Not stated %	Other %	Part of a management course %	Previous Acas event %	Recommendation from work/colleague/ business associate %	The Acas website %	The Media %	Through an Acas Mailing %	No. of delegates
Birmingham	3	2	3	4	8	3	4	22	15	1	35	572
Bristol	3	3	2	1	2	3	5	22	9	0	50	416
Bury St Edmonds	3	5	2	7	5	2	6	18	9	1	43	931
Fleet	5	3	3	5	2	1	5	15	16	0	46	430
Glasgow	3	2	2	5	10	6	3	23	10	0	37	1383
Leeds	4	3	2	11	3	5	4	16	9	0	45	817
Liverpool	4	2	1	9	4	4	5	18	7	0	47	169
London	1	1	3	21	5	1	5	19	30	0	15	270
Manchester	5	2	0	9	3	6	8	21	8	0	38	666
Newcastle	2	3	3	5	6	8	4	27	10	1	33	374
Nottingham	4	2	2	5	9	3	7	19	13	0	35	643
Paddock Wood	2	2	0	20	20	3	2	16	9	1	27	300
Wales	2	4	3	5	5	5	4	21	11	0	42	397
Unknown	3	6	0	6	6	6	15	16	10	0	35	109
UK	3	3	2	7	6	4	5	20	11	0	39	7477

