

2.2. Evaluation of Training

CFSI assesses the effectiveness of training using the four-level model developed by Donald Kirkpatrick. According to this model, evaluation should always begin with level one, and then, as time and budget allows, should move sequentially through levels two, three, and four. Each successive level represents a more precise measure of the effectiveness of the training program, but at the same time requires a more rigorous and time-consuming analysis.

Level 1 Evaluation - Reactions

Evaluation at this level measures how participants in a training program react to it. It attempts to answer questions regarding the participants' perceptions - Did they like it? Was the material relevant to their work? Will the training help them perform their duties? CFSI measures this by providing each participant with a questionnaire at the end of the course. Each respondent answers questions and identifies if they agree with specific statements. CFSI uses a scale of 1 (negative) to 5 (positive). Evaluation results provide valuable information for the improvement of a training course. Although a positive reaction does not guarantee learning, a negative reaction almost certainly reduces its possibility. Level 1 evaluations are conducted on all courses and the results are outlined below.

PROGRAMME	Level 1 Evaluation 2000-2001	Level 1 Evaluation 2001-2002
Core Skills	4.18	4.40
Financial Management	4.21	4.26
Foreign Language Training	4.50	4.63
Human Resources Management	4.27	4.32
In-Canada Programme (LES)	4.13	4.31
Information Management/Technology	4.64	4.47
Integrated Management System	4.22	4.49
Intercultural Training	4.39	4.43
International Business Development	4.11	4.26
International Security & Cooperation	4.10	4.02
Learning Events	n/a	4.55
Management Development	4.37	4.43
Official Language Training	4.50	4.63
Public Diplomacy	4.19	4.20
Trade and Economic Policy	4.18	3.82
Total Average	4.29	4.35