



7th Annual Trainers Retreat

Swat - Pakistan
June 10 - 12, 2005



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Acronyms

AKF(P)	Agha Khan Foundation Pakistan
ATR	Annual Trainers Retreat
ACR	Annual Confidential Report
BOD	Board of directors
CEO	Chief Executive Officer
CSO	Cinl Society Organization
HRDN	Human Resource Development Network
HR	Human Resources
HRM	Human Resource Management
NGORC	NGO Resource Center

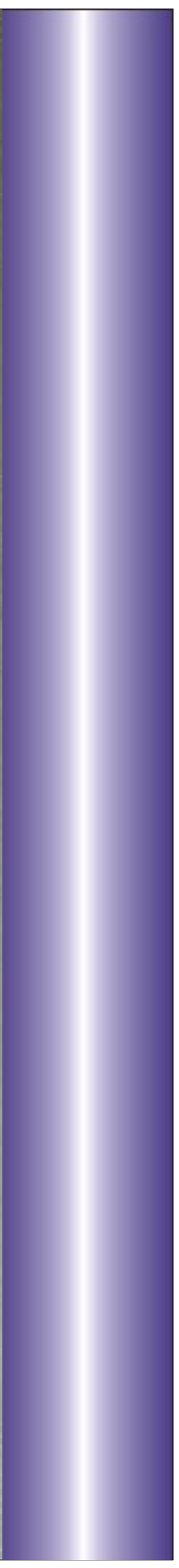
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7th Annual Trainers Retreat

9-12, 2014 Socorro, NM



Executive Summary

The Human Resource Development Network organized **7th Annual Trainers Retreat 2005** in Swat. Theme for this year's ATR was “**Managing Performance and Learning**”. The overall objective of holding Annual Trainers Retreat is to provide an opportunity to the trainers to come together once a year to learn new developments and emerging concepts in the field of human resource development, enhance their skills and knowledge through experience sharing and cross fertilization of ideas and refresh themselves in a joyful environment. The event was attended by more than 85 participants having varying backgrounds in the field of Training and Development. For this purpose, the learning sessions included not only Trainers' choices but also contained elements for other sector professionals. In the inaugural session, Mr. Azhar Saeed, Executive Director HRDN, welcome the participants to the 7th Annual Trainers Retreat and explained the purpose and objectives of Annual Trainers Retreat.

Roomi S. Hayat, Chairperson HRDN, welcoming the participants said that only treading on a right track, right vision, and right knowledge coupled with hard work could bring development, prosperity, and peace to the societies. Azhar Saeed gave out a format to all participants having a range of personal questions which they had to ask each other and right answers that went a long way in breaking the ice and setting the tone of the event.

Learning sessions on 'Trainers Must Also Learn', 'Employees Performance Evaluation and 'Creative Thinking' were conducted by Mr. Javed Malik, Dr. Tahir Hijazi and Professor Aman Ullah Khan respectively. Mr. Javed Malik stressed that trainers should design trainee centered training keeping in view external environment of the group. He said that considering that the topic being discussed is more important than the world outside, formation of even groups, the concept that the trainer's whole job is just conducting sessions and Trainer's conception of being more important than trainees are some of the common mistakes committed by the trainers. He suggested that trainers have to build extra trust among the trainees for genuine feedback which would in turn help trainers to improve their skills, knowledge and their training style. Dr. Tahir Hijazi emphasized that attention should be given on priority basis to implement HRM systems for increasing efficiency and productivity of individuals which would in turn enhance efficiency of the organizations and overall development of the country. He said that the issue of The job description not matching with the expertise of individuals can be tackled with the provision of skill enhancement programmes at work places or at some training institutions. He also shared several advantages and reasons for performance evaluation in the management system of an organization. He also narrated several ways to carry out performance evaluation. Professor Aman Ullah Khan emphasized on the need of being creative in life and for that we need to understand the brain system in order to get the optimum products. He said that we see no more than we have been conditioned to see, and stereotyped notions block clear vision and cloud off imagination. Discussions are the most anti-creativity engagement and it is the “dialogue” which promotes creativity, he explained. When confronted with problems, we fix them by the methods that have worked before. Creative people, when confronted with a problem, think productively, rather than reproductively. He said that creative thinking is creativity; it is a lifestyle and an attitude. The event also contained Social Evening, Site-seeing and a lot of opportunities for networking and sharing in a pleasant ambiance.

The 7th ATR was concluded on 12th June 2005 with the participants' evaluation of the event through qualitative as well as quantitative indicators. The analysis reveals that all the participants were extremely satisfied with the quality of sessions as well as the overall arrangements of the event. Certificates were also distributed among participants.

HRDN gratefully acknowledges the financial support of Aga Khan Foundation Pakistan, and express our profound thanks to all the speakers and volunteers who helped the Secretariat in organizing the event, and particularly to HRDN members.

Background

The Annual Trainers Retreat is one of HRDN's regular activities conducted every year. The credit goes to NGO Resource Center Karachi, which initiated this activity a few years ago. In 2002 NGORC handed over the responsibility of organizing the ATR to HRDN, necessitated by the realization that HRDN mandate was best suited for the ATR. Ever since HRDN has been organizing this event very successfully.

The overall objective of holding Annual Trainers Retreat is to provide an opportunity to the Trainers to come together once a year to learn new developments and emerging concepts in the field of human resource development, enhance their skills and knowledge through experience sharing and cross fertilization of ideas and refresh themselves in a joyful environment.

The event is essentially designed as a Retreat. In fact Trainers are always at the delivering-end in Seminars, Conferences, Trainings and Workshops round the year; they usually work under pressure and stress. Being always at the center stage, they rarely get a chance to interact with professionals in a less demanding setting. The occasion provides them a relaxed and informal environment, away from their customary routines. The Retreat is an occasion where they can ask questions and can even afford to be wrong! Thus this gathering of HR professionals from diversified backgrounds in the Retreat in such large number serves as an exceptional platform to develop HR fraternity in the country.

The specific objectives of holding Annual Trainers' Retreat are to;

- Provide an opportunity to HRD professionals from across Pakistan to come together for mutual learning through experience sharing and cross fertilization of ideas;
- Sharing and distilling best practices in HRD
- Help build the HRD fraternity in a fun filled and relaxed environment

The 7th ATR was concluded on 12th June 2005 with the participants' evaluation of the event through qualitative as well as quantitative indicators. The analysis reveals that all the participants were extremely satisfied with the quality of sessions as well as the overall arrangements of the event. Certificates were also distributed among participants.

HRDN gratefully acknowledges the financial support of Aga Khan Foundation Pakistan, without which, organizing this event would not have been possible. We would also like to express our profound thanks to all the speakers and volunteers who helped the Secretariat in organizing the event, and particularly to HRDN members whose conduct during the entire Retreat was an exceptional display of enthusiasm and discipline.

Proceedings of Day-1

Inaugural Session

The 7th ATR commenced with recitation from the Holy Quran by Mr. Farhan Nawazish. After this Mr. Azhar Saeed, Executive Director HRDN, welcomed the participants to the 7th Annual Trainers Retreat and explained the purpose and objectives of Annual Trainers Retreat.

Mr. Roomi S. Hayat, Chairperson HRDN, thanked the participants of the 7th ATR in an innovative way by giving a presentation with the help of photographs, developed personally by him. Pointing on a picturesque landscape of one of Maldives' Islands, he shared that the Island was all surrounded by sea water, but getting potable water was so difficult and people had to fetch water from far flung reservoirs. He said things can look serene, glossy and beautiful but reality could be otherwise. From one of his photographs of railway track, he conveyed the inspiration that only treading on a right track, right vision, and right knowledge coupled with hard work could bring development, prosperity, and peace to the societies.

Mr. Hayat appreciated and thanked the participants for making it out to the 7th ATR through a rough journey to Swat. He said that HRDN had been putting in its efforts for capacity building of its members through the similar kind of activities and would continue this struggle

After this, Mr. Azhar Saeed led the group into an interesting and informal way of introduction. He gave out a format to all participants having a range of personal questions which they had to ask each other and right answers. This was a five minutes activity, which brought candidness among the participants.



LEARNING SESSION 1

TRAINERS MUST ALSO LEARN

Javed Ahmad Malik

Mr. Javed Malik conducted a detailed session on the significance of learning for trainers. He started his session by touching upon two basic ideas as to what training should be all about:

1. Participant Centered Training
2. Utilization and integration of external environment

Javed stressed on trainers' dual role of delivering knowledge and learning. On one hand they impart trainings and on the other they learn by taking consistent feedback from the participants and update their knowledge. This process leads them to rethink their strategies and upgrade their knowledge in terms of training plan, delivery and design. The center point of his discussion was that trainers should design trainee centered trainings keeping in view external environment of the group.

He pointed out most common mistakes that trainers most often commit. These are:

1. Considering that my topic is more important than the way world is working today outside classroom.
2. Giving preference to the even formation of groups.
3. The concept that the trainer's whole job is just conducting sessions.
4. Trainer's conception of being more important than trainees.



Mostly trainers ignore the realities outside classroom and are just too preoccupied with their subject and set of information they want to deliver in their lectures. This, resultantly, narrow downs their perspective and the participants start wondering about the usefulness of the training program. He opined that the trainers should relate their trainings to the real life socio political environment.

Coming to the second mistake, he said, trainers seldom care about the group formation; thinking that the group will do wonders if brought together evenly. Whereas, more the group is diverse the more they will learn because diversity in backgrounds and places will help breaking the shells; and thus giving them more knowledge.

Thirdly, trainers think that their job is to deliver lecture to a group the way it is outlined in their training module. They are not bothered about the post learning opportunities. They do not go into details like holding cultural evening, socializing with the participants other than the training aspects.

Finally he mentioned that trainers presume that they are most knowledgeable people in their field and the trainees are there to learn from them; ignoring the fact that that the training is a two way learning process. They think it is unconventional to make a class room participative and more interactive. He suggested, if they make their sessions more interactive and sharing, suddenly can bring a whole new learning experience in the class.

Mr. Javed involved the audience by calling his session an interactive discussion and participants felt free to agree or disagree with his ideas. He did not only mention the four common mistakes trainers commit but he gave reasons why trainers commit these mistakes. According to him while imparting training the trainers are mostly focused on training delivery in an academic way and overlook the ideas where they need to focus the most i.e. practice and hard work. Trainers do not try to update their knowledge and skills as regularly as they should, for keeping pace with the changing technological advancement, socio-economic and political environment.

He stressed on the honest and straight forward feed back from the trainees, of which we are culturally devoid of. He emphasized that an honest and specific feedback would make trainers to work extra hard to keep abreast with the trainees needs, requirements and knowledge. He suggested that trainers have to build extra trust among the trainees for genuine feedback which would in turn help trainers to improve their skills, knowledge and their training style. He concluded, knowing one self is a skill and we all should try to learn this skill.

LEARNING SESSION 2

Employees Performance Evaluation By Dr. Tahir Hijazi

Dr.Tahir Hijazi started the session with the definitions of employee, performance and other terms of HRM like induction, orientation, evaluation, and compensation. Dr. Hijazi expressed his concerns about the HRM systems not being in practice both public and private sectors, which is resulting in low productivity and under development in the country. He pointed out that there are formidable issues like HR systems; unskilled human resources; use of contacts and use of power for employment are prevalent in both public and private sectors which are affecting overall efficiency and productivity of organizations. He emphasized that attention should be given on priority basis to implement HRM systems for increasing efficiency and productivity of individuals which would in turn enhance efficiency of the organizations and overall development of the country.

He touched the most important issue of proper utilization of skills of the employees. He shared in many cases showing the job description does not match with the expertise of individuals. According to Dr. Hijazi this issue can be tackled with the provision of skill enhancement programmes at their work places or at some training institutions so that they give their best and to maintain efficiency level. Dr. Hijazi shared several advantages and reasons for performance evaluation in the management system of an organization.

Dr. Hijazi proposed to include the performance evaluation in the management system and he specified some of its advantages:

- 1) The production level is bound to increase by about 40%-50% in the first year.
- 2) It provides a lot of encouragement and motivation for the employee, which is an essential factor for the smooth running and harmony of an organization. Also, the incidence of dissatisfaction and grudge among the employees is almost abolished.
- 3) It helps to make right promotion decisions.
- 4) It helps in the setting up of right pay position for the right person.
- 5) It helps to align the individuals' goals in the strategic direction of the organization.

The reasons for performance evaluation proposed by Dr. Tahir Hijazi are:

- 1) To identify an individual's current level of job performance.
- 2) To identify the employee's strengths and weaknesses better utilize his strengths by allocating him the concerned fields, and to help him overcome his weaknesses.
- 3) To provide information for succession planning this is to generate additional ideas concerning the working methodology and requirements of the worker in future.
- 4) To set a goal identification.
- 5) To identify training and development needs.



- 6) To provide a basis for rewards to avoid the birth of a discouraging environment (those who work should be acknowledged and those who do not work should be encouraged to do so).
- 7) To enable the employ to improve his performance.
- 8) To provide collaboration between the employs and the managers.

According to Dr. Hijazi, there are several ways to carry out performance evaluation e.g.

- 1) The boss of the organization should evaluate the performance of the workers, like it is done in the Government jobs (ACR)
- 2) A group of senior workers should make a committee which should evaluate the performance of the staff. Each member of the committee evaluates individually, and the results are averaged out.
- 3) The most effective method which is carried out in not-so-much-developing countries like Malaysia, and which can be very useful in countries like Pakistan and India, is known as “360°” (360 degrees). It means that the performance of a single worker is evaluated by his seniors, juniors and colleagues, and the evaluations are then averaged out. The advantage of such an evaluation is that the actual performance of the worker is recognized.

LEARNING SESSION 3

Creative Thinking

Professor Aman Ullah Khan

Professor Aman Ullah Khan started his session by explaining thinking system and the function of brain. He emphasized on the need of being creative in life and for that we need to understand the brain system in order to get the optimum products. He pointed out some benefits that come out of the knowledge of the brain system. These are:

- 1) Avoiding errors that can arise through taking the system to be something that it is not.
- 2) Awareness of the limitations of the system.
- 3) Making use of the characteristics of the system to improve its performance or to achieve some results

He said that one of the many ways in which our mind attempts to make life easier is to solve the first impression of the problem that it registers. The most important aspects of the working of the brain are perceptions, impressions, symbols and notations, but mostly, we tend to wrap up the processes of the brain with our own perceptions, thinking and experiences. We see no more than we have been conditioned to see, and stereotyped notions block clear vision and cloud off imagination. This happens without any alarms sounding and according to him it is our creativity if we become able to see beyond our stereotyped notions, perceptions and impressions.

Discussions & Dialogues

Professor Aman Ullah elucidated that a creative person does not necessarily be a genius or extra ordinarily intelligent person but any average person could be creative. Discussions are the most anti-creativity engagement and it is the “dialogue” which promotes creativity, he explained. Listening to a person's most weird idea without interrupting him, the brain records that weird idea and then move on to the next person and listens to him patiently and so on. Collecting all those weird ideas is not a futile practice. Historically there have been many weird ideas in the world which created the most significant inventions ever. On the other hand, in discussions, if one person makes a point, the other comes up with a counter argument based on his past experiences, and hence puts a block on his mind. He does not get anything into his mind, but rather puts up a one-way valve, which lets his ideas out but does not let other ideas in, and this minimizes creativity.

Productive & Reproductive Thinking

Pointing to a major problem he said that we think the only way we have been taught, and hence we close all other ways of thinking. When confronted with problems, we fix them by the methods that have worked before. This is known as reproductive thinking. But sometimes we have to let go of it and think in new ways, to be creative. Creative people, when confronted with a problem, think productively, rather than reproductively. .” In reproductive thinking, when we face a problem, we structure it in a specific way. A productive thinker tends to come up with many different responses which are unconventional and possibly unique.

Redefining Problem

He proposed that the solutions come when you redefine the problem. Hence, when we are faced with a problem, we should not define it in one way only. We should try to structure it in different ways. And it does not require intelligence, it requires an attitude. Creative thinking is creativity; it is a lifestyle and an attitude. It requires effort. It is not something by birth. If we want to be creative, then there are no limits. However, if viewed from the old perceptions and notions of an uncreative person, the ideas of a creative person might sound crazy. However, these very ideas find solutions to the problems.

Nature of Creativity

According to Professor Aman Ullah, creativity is a continuous process, a continuous dialogue; there is no formula or perfect training strategy for success. It is a dynamic process. Had there been a fixed formula for success, the whole world would have been successful, because it would have been very hard to keep it secret. Different people and different organizations have succeeded through different ways.

He quoted the examples of famous scientists like Graham Bell and Thomas Edison and argued that creativity does not require a talent; it requires an effort on our part. The one particular style which stands out of creative geniuses is the ability to make juxtaposition between dissimilar subjects. They have the facility to connect the unconnected that enables them to see things that others are blind to.

In the end while describing creativity through an example he said that when we fail, we usually ask ourselves: “Why we have failed to do what we intended?” but the creative accident provokes a different question: “What have we done?” Answering this question in a novel, unexpected way is the essential creative act. Creative thinking is much more than using our imaginations, or to invent lots of ideas. It is a lifestyle. We should adopt it and face every problem with this attitude. Most of the time, we live for others and borrow ideas. We need to shun this. We need to develop dos and don'ts, but we do not need them from the text- we need to develop them from our own culture.



Rejuvenating Events

Other than learning part of the retreat ATR, the event was packed with a number of opportunities to ensure participants' refreshment in a relaxed environment. Following events were arranged in ATR for this purpose:

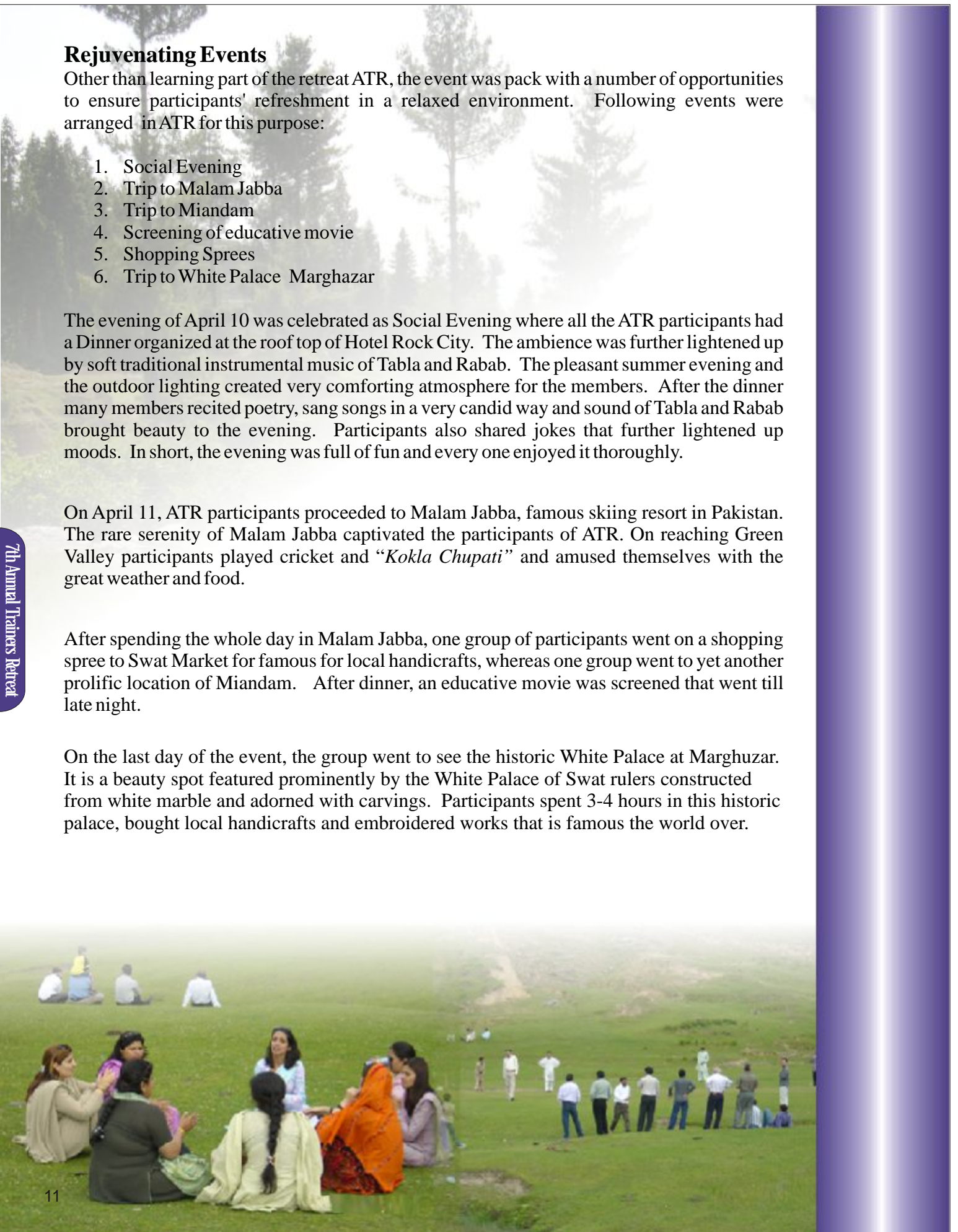
1. Social Evening
2. Trip to Malam Jabba
3. Trip to Miandam
4. Screening of educative movie
5. Shopping Sprees
6. Trip to White Palace Marghazar

The evening of April 10 was celebrated as Social Evening where all the ATR participants had a Dinner organized at the roof top of Hotel Rock City. The ambience was further lightened up by soft traditional instrumental music of Tabla and Rabab. The pleasant summer evening and the outdoor lighting created very comforting atmosphere for the members. After the dinner many members recited poetry, sang songs in a very candid way and sound of Tabla and Rabab brought beauty to the evening. Participants also shared jokes that further lightened up moods. In short, the evening was full of fun and every one enjoyed it thoroughly.

On April 11, ATR participants proceeded to Malam Jabba, famous skiing resort in Pakistan. The rare serenity of Malam Jabba captivated the participants of ATR. On reaching Green Valley participants played cricket and "*Kokla Chupati*" and amused themselves with the great weather and food.

After spending the whole day in Malam Jabba, one group of participants went on a shopping spree to Swat Market for famous for local handicrafts, whereas one group went to yet another prolific location of Miandam. After dinner, an educative movie was screened that went till late night.

On the last day of the event, the group went to see the historic White Palace at Marghuzar. It is a beauty spot featured prominently by the White Palace of Swat rulers constructed from white marble and adorned with carvings. Participants spent 3-4 hours in this historic palace, bought local handicrafts and embroidered works that is famous the world over.



Concluding Ceremony

In the morning of the last day of 7th ATR, a brief ceremony was organized for distributing Attendance Certificates among participants and evaluation of ATR by the participants.

Certificate Distribution

Certificates were distributed among the participants in an interesting way. The certificates were placed in closed envelopes and were distributed among participants. Later, the person sitting at one corner was asked to open the pack and see whose certificate did he get. He was asked to give certificate to the participant name and say a few words about him/her. The next turn was of that recipient. The process went on with very humorous and witty comments.



Evaluation of Retreat

A two-page evaluation format was designed to get the feedback from all the participants on the quality of sessions, services and other arrangements through both qualitative as well as quantitative parameters (copy of evaluation format can be seen at Annex-IV). Participants gave their free and frank feedback on each component of the Retreat. The participants rated everything well up to the mark and gave positive suggestions for making things even better in future. A summary of participants' feedback is available at Annex-V

Closing of Retreat

After all these activities, Mr. Azhar Saeed, Executive Director HRDN, formally announced the closing of 7th Annual Trainers Retreat. In his brief comment, he appreciated all the participants for their disciplined and enthusiastic participation in all ATR programs. He also expressed his hope for HRDN to take further steps ahead in meeting the professional needs of its Members in line with the mission of this Network.



Quantitative Evaluation of ATR 2005 (Overall)

A total score of 5 was allocated for each evaluating parameter. The response of participants was accumulated and a mean was calculated. In below analysis, 5 should be read as Best and 1 as the Worst.

A. Overall ATR

A.1	Rating of ATR on whole	4.4
A.2	Venue Arrangements	4.3
A.3	Travel/Stay/ Food Arrangements	4.2

B. Session Evaluation

B.1. Session on “Trainers Must Also Learn”

B.1.1	Achievement of objectives	3.2
B.1.2	Relevance to participants	3.5
B.1.3	Overall Rating	3.3

B.2. Session on “Performance Approval”

B.2.1	Achievement of objectives	3.5
B.2.2	Relevance to participants	3.7
B.2.3	Overall Rating	3.7

B.3. Session on “Creative Thinking”

B.3.1	Achievement of objectives	3.9
B.3.2	Relevance to participants	4.1
B.3.3	Over Rating	3.9

What Delegates said about the 7th ATR

A. Overall ATR

A.1. Services / activities / things participants liked the most in the Retreat:

- Cultural evening, travel to Malam Jabba, Venue and including whole environment

- Informative and productive sessions of course. Secondly, good management and positive attitude of all participants as well as organizers***
- Overall good arrangement **
- Very cordial, caring and special treatment of the HRDN Team *
- Lectures on creativity learning and performance evaluation *
- The sessions delivered in the retreat were very knowledgeable *
- A gathering arranged on top floor on second evening
- Introduction session and the certificate distribution ceremony
- All participants and Trainers were very cooperative
- I liked the session on second day; similarly the social evening
- Time management and proper planning
- Certificate distribution ceremony
- New friends, training material, stay arrangements
- Food at Mountains Inn, Hotel, Social Evening, Transportation
- Musical program
- Learning session and lively Miandam trip
- Everything
- We stayed near the river and it was so beautiful and we enjoyed so much because of the view
- The coordination and session planning was absolutely wonderful. Even though, learning is continued but the sessions and arrangements were wonderful
- Sessions by Guest Speakers
- Logistics and social evening
- The selection of the Hotel
- The gathering, making friends, stay was beautiful and the game of cricket at green valley
- Food service
- Everything
- Training sessions and stay were best
- Home away from home; the cordiality, comradeship and candid remarks

A.2. Things did not liked by participants in the Retreat:

- Well, it was really well organized but could have been made more successful by forming certain committees to handle small but important things like sound system, cooling, water
 - Traveling to other hotel for night stay ****
 - Time management overlooking the unforeseen situations **
 - Nothing *****
 - Miandam trip
 - Malam Jabba time passed, hot weather

- Venue, Sound System, Varying expectations of participant (some took it too seriously) *
- Poetry and singing
- I don't think about negative things
- Long-awaited first day lunch no kidding
- Road condition and sound system
- Did not get a chance to stay in Rockcity so it was very hard to make it from Mountain Inn
- Delays in travel, Air-conditioning system and Audio-visual needs to be improved
- In Malam Jabba, you did not arrange something for women. It was only for men so it's not good
- Social evening needs to be more organized
- Breakfast and Mountain Inn and dinner at Rockcity
- The arrangements specially in Mountain Inn which were very poor specially the breakfast
- Food at Mountain Inn *
- Traveling to Malam Jabba. I believe once you are in Swat, you need to be traveling along the river
- Sound system and screen for multimedia were not appropriate ***
- Lack of time management
- Lack of coordination between Coasters during Islamabad to Swat traveling
- Only the road condition from Mardan onwards

A.3. Recommendations to improve future Retreats

- For organizing such big events, form provincial committees with one focal person to facilitate the over-worked HRDN team
- Arrange such type of activities by very short intervals
- More workshops and be time conscious
- Duration should be increased
- Organize next ATR out of country (Dubai, India etc)
- Stay at the same place for peer learning and interaction
- Voice system is not good. Test it before sessions start
- It would be better if there are more days for retreat
- Arrange venues at less distance from Islamabad or arrange abroad
- More and more participants, spread further circle
- Presenters should be fully prepared
- The sessions time should be managed well and it should be more participatory
- Please also try to include some new training techniques for the trainees as a trainer may not get time to get new trainings so it will be a good forum for him/her
- Similar themes on changing and testing realities
- Please do this activity in the foreign country
- Proper sound system; stay of all participants at one place
- Arrange more and more retreats like this and topics like creative thinking
- Make it more informative and lively
- It should be outside the country those who criticized, did not come to Swat

- Participation of more delegates. Next meeting should be in same place and style
- Arrange the participants in one hotel
- There should not be separate program for male members (as there was cricket match)
- All participants should be accommodated in the same hotel
- Yearly planners and announcements of dates in advance
- Do something for female also and arrange some program for females
- There is always a room for improvement
- Stay of all participants in the same hotel
- Please give more attention on social evening
- Please do improve the quality of food and the facility to stay
- A good musical program in social evening
- Arrange stay at one place
- I think all the arrangements were very much fine and satisfactory
- Improve sound system
- Next retreat should be in Skardu or Hunza
- More participation and new venues; Let us try all possibilities from Chhanga Manga to Switzerland

A.4. Other Comments

- A lot of efforts HRDN team really deserve appreciation
 - Splendid keep it up
 - Well done!
 - Great! keep it up
 - As a whole, it was a nice retreat
 - Improve the social evening events
 - Please arrange such programs frequently
 - Well done!
 - Get in touch with all local NGOs
 - Try to have more people from private sector
 - Best wishes to HRDN Team
 - Very nice and productive trip
 - Well done, excellent, fantastic.
 - Well arranged and well coordinated session planning and time management was appreciable
 - Well done
 - Keep it up
 - Overall it was great and nice
 - Overall excellent
 - All was right and fantastic
 - It was excellent and hats off to organizers
 - Keep it up, well done
 - Very good arrangements by HRDN Team
 - Participants must keep contacts with each other

- A panel discussion may follow each session anyway, group tasks were really captivating
- Well, the overall retreat was very good and friendly and we have enjoyed a lot
- Every other thing was absolutely fine but the food quality in breakfast (Mountain Inn) and Dinner (Rockcity) was not good and unsatisfactory

B. Comments of Participants on Learning Sessions

B.1. Session-1: “Trainers Must Also Learn”

- Lecture was scattered
 - Dress of the speaker must be good
 - More composition is required
 - Due to long distance from Trainer, it was not clear as it could be due to proper seating
 - There should be solutions in the session for the four mistakes
 - The speaker was making two statements and negating his own statements many times
 - There should be limited questioning in the session
 - Residential and other administration should be carried out in an equal basis. Training sessions were very informative especially the first one, “Trainers must also learn”.
 - He has a lot of knowledge but if he give attention on effective presentation

B.2. Session-2: “Performance Evaluation”

- Needs to see all aspects of any occurrence
 - Overall session was very productive
 - Please provide the hard copy or soft copies of presentation
 - There are many other dimensions
 - Good and impressive style
 - Please provide the handouts through internet thanks
 - Examples were not relevant. The session time was not sufficient

B.3 Session-3: “Creative Thinking”

- Need of more relevance
 - It was good and full of learning
 - Please invite Dr. Amanullah Khan in any other function of HRDN for another presentation
 - More sessions from Prof. Sahib
 - Excellent delivery of assigned topic
 - Excellent different ideas arises regarding creative thinking
 - Please provide handouts
 - Most of time, statements, comments and examples were not relevant
 - Lecture was OK; needs more workshops to learn better
 - These evaluation forms should have been given at the end of lectures

Annual Trainers Retreat (ATR)**Swat Pakistan, June 9 - 12, 2005****Itinerary**

S. No.	Activity	Time	Remarks
Day 1, June 9, 2005			
1.	Assembling at HRDN, Islamabad	0900 - 0945	
2.	Departure for Swat from HRDN	1000	
3.	Arrival at HotelRockCity, Swat	1600	
4.	Free Evening (Visit Mangora city -		
5.	Dinner	2100	
Day 2, June 10, 2005			
6.	ATR Working Sessions	0900 - 1800	As per Schedule
7.	Social Evening and Dinner	2000	Music, Poetry etc.
Day 3, June 11, 2005			
8.	Departure for MalamJabba (MJ)	0900	
9.	Lunch at MJ	1300	
10.	Departure for Miandam	1400	
11.	Tea at Miandam	1700	
12.	Return to Hotel	1800	
13.	Visit Mangora city (Optional)	1900	
14.	Dinner	2100	
Day 4, June 12, 2005			
15.	Closing Session ATR	0900 - 1000	
16.	Check out and departure for ISB	1030	
17.	Stop over at WhitePalaceMarghzar	1100	
18.	Return to ISB	1230	

Notes

- The Vehicles will leave HRDN at 1000 hrs sharp.
- During the stay in Hotel HRDN will provide Bed & Breakfast for whole stay and Lunch, Dinner and Teas. All additional costs of eatables, laundry, telephone calls and others will be paid by the participants themselves
- For any queries at hotel please contact ATR Secretariat room No. 304.

Annual Trainers Retreat (ATR)

Swat Pakistan, June 9 - 12, 2005

PROGRAMME

Friday, June 10, 2005

Participants to be seated		0900 0930
Recitation from the Holy Quran		0930 0935
Welcome	Roomi S. Hayat	0935 - 0945
ATR Programme and Participants	AzharSaeed	0945-1000
Introduction		
Trainers must also Learn!	Javed Ahmed Malik	1000 - 1100
Tea Break		1100 - 1130
Performance Evaluation	Dr. TahirHijazi	1130 - 1300
Lunch and Prayer Break		1300 - 1430
Creative Thinking	AmanUllah Khan	1430 - 1630
Tea Break		1630 - 1700
How we Learn : best and worst training experiences (Group Work)	Sajjad, Saad, Azhar	1700 - 1800
Concluding	Roomi S. Hayat	1800 - 1810
Social Evening and Dinner		2000

*Annual Trainers Retreat (ATR)**Swat Pakistan, June 9 - 12, 2005***Participants List**

S.	Name	Designation	Organization
1.	Dr. Manzoor Ahmed Awan	Programme Manager	OACD/HID
2.	Dr. TahirHijazi	Dean	FMS - MAJU
3.	Mr. AbdurRab	Mgmt Executive	PPAF
4.	Mr. Akhtar Ali	Programme Assist.	MRDP
5.	Mr. Ali AkbarQureshi	Admin Officer	RSPN
6.	Mr. AmjadGulzar	Project Coordinator	AHD
7.	Mr. AnserNawazChattha	F & A Officer	NCHD
8.	Mr. AnwarHussain Khan	Director General	ESMA
9.	Mr. AsmatUllah	FU In charge	BRSP
10.	Mr. AtiqMirza	Consultant	
11.	Mr. BasitUllah	Executive Director	ECI
12.	Mr. Bakht K Yousafzai	Project Manager	MRDP
13.	Mr. FahadLiaqat	Consultant	
14.	Mr. FarrukhJavedKazi	Dy Secretary	Cabinet Division
15.	Mr. GhaffarMalik	Executive Director	SDS
16.	Mr. GulbazAfaqi	Chief Executive	SVDP
17.	Mr. Israr Muhammad Khan	Assistant Director	NCRD
18.	Mr. Javed Kahn	Research Officer	Go NWFP
19.	Mr. JavedMalik		
20.	Mr. Kamalud Din	Field Coordinator	PAK-CDP
21.	Mr. Kamran Ali	Coordinator Projects	AHNR
22.	Mr. ManzoorKhaliq	Project Manager	ILO
23.	Mr. Mohammad AzamBashir	HR Officer	WESS
24.	Mr. Mohammad Farooq	Dy Chief Executive	SABAWON
25.	Mr. Muhammad Ajmal Khan	HRD Officer	SRSP
26.	Mr. Muhammad Noman	Micro Fin Officer	FWB
27.	Mr. Muhammad	Chairman	AIMS
28.	Mr. MuttiurRehman	Director	Rehman Intl
29.	Mr. NaserHussain	Admin Officer	Islamic Relief
30.	Mr. QaziZeshan Saleem	Manager	ZF & CO CA
31.	Mr. Qutab Din Khoso	General Secretary	SSS WA
32.	Mr. Rashid Mahmood	Student	-

S.	Name	Designation	Organization
33.	Mr. Riaz Ahmad	Project Manager	BUNYAD
34.	Mr. Saleem Malik	Child Rights Advisor	PLAN Pakistan
35.	Mr. ShahidImran Khan	Dist IT Officer	NCHD
36.	Mr. Shaukat Ali	Dist Officer (SW)	Go AJK
37.	Mr. SuhailAnjumMalik	Consultant	-
38.	Mr. TahirMasood	Chief Executive	PES
39.	Mr. TariqMasoodAslam	Resident Manager	GSK
40.	Mr. WaliRahman	Manager Admin	MRDP
41.	Mrs. BushraZafar	Principal	ASF School
42.	Mrs. TanvirKayani	Master Trainer	PunjabEduDep
43.	Ms. AdnanaRao	Social Organizer	UNDP
44.	Ms. Aina Shah	-	-
45.	Ms. FauziaRehman	Prog. Associate	WESS
46.	Ms. KafiaSohail	Consultant	-
47.	Ms. KehkashanZia Mufti	Training Officer	OACD/HID
48.	Ms. Noor Fatima	Assistant Director	NEPRA
49.	Ms. SadafNaz	Brach In Charge	Khushhali Bank
50.	Ms. SairaGhafoor	Sales Officer	Khushhali Bank
51.	Ms. ShahrukhZeb Khan	Training Officer	OACD/HID
52.	Ms. Sumaira Shah	Front Desk Officer	Islamic Relief
53.	Ms. UlfatBeghum	PM GAD	MRDP
54.	Prof. AmanUlah Khan		FMS - MAJU
55.	Mr. KazimAbbas Shah		

HRDN Team

S. No.	Name	Designation
1.	Mr. Roomi S. Hayat	Chairperson
2.	Mr. AzharSaeed	Executive Director
3.	Mr. SyedSaadHussainGilani	Senior Prog Officer
4.	Mr. Sajjad Ahmed	Programme Officer
5.	Ms. SyedaMujeebaBatool	Programme Officer
6.	Mr. Adnan Shaikh	Programme Officer
7.	Mr. SamiUllahDurrani	Programme Assistant
8.	Mr. FarhanNawazish	Programme Assistant
9.	Mr. Asad Awan	Programme Assistant

**Annual Trainers Retreat (ATR)
Swat Pakistan, June 9 - 12, 2005**

Evaluation of ATR

Please tick : 1 is unsatisfactory and 5 is excellent

1. How do you rate this Retreat on the whole?

1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. How do you rate Venue Arrangements of ATR?

1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. How do you rate Travel/Stay/Food Arrangements of ATR?

1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. Which services/ activities/ things did you like the most in the Retreat?

5. What is it that you did not like at all in the Retreat?

6. What are your recommendations to improve future Retreats?

7. Any other comments

Session 1

Annual Trainers Retreat (ATR)
Swat Pakistan, June 9 - 12, 2005

Evaluation of The Sessions
Please tick ✓: 1 is unsatisfactory and 5 is excellent

Session:	Trainers must also Learn!	Speaker:	Mr. Javed Malik
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1. Were the session objectives achieved?

1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. Was the session relevant to you?

1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. What (in your opinion) is the overall rating of the session?

1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Any Other Comments

Session 2

Session:	Performance Evaluation	Speaker:	Dr. Tahir Hijazi
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1. Were the session objectives achieved?

1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. Was the session relevant to you?

1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. What (in your opinion) is the overall rating of the session?

1	2	3	4	5
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Any other comments

Session 3

Session:	Creative Thinking	Speaker:	Prof. Aman Ullah Khan
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1. Were the session objectives achieved?

1	2	3	4	5
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

2. Was the session relevant to you?

1	2	3	4	5
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

3. What (in your opinion) is the overall rating of the session?

1	2	3	4	5
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Any other comments

HRDN is an association of HRD professionals from Pakistan, Nepal, Bangladesh and other developing Asian countries and organizations from the private and public sectors. HRDN members are brought together by a common interest in elevating the quality of HRD interventions to build human capital and reduce poverty. Operating through its secretariat in Islamabad and local chapters in various cities, the Network is governed by a democratically elected Board of Directors from amongst its members.

Mission of HRDN is to accelerate development through improving Human Resource Management policies, systems and practices.

HRDN membership is open for all development Professionals and organizations intrusted in joining the fraternity of Trainers and HR experts



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