

A MORE SCIENTIFIC AND DEMOCRATIC ANALYSIS OF TRAINING NEEDS

A Comprehensive '360-degree' TNA for Devising More Targeted In-service Training Programs.

Planning for courses to be conducted by the seven DTRTIs and their MSTUs has traditionally taken into account a Training Need Analysis (TNA) of varying levels of intensity and coverage. The TNA is meant to be the basis for comprehending the gap between the skills required and skills possessed by the personnel for performing various functions in the Department.

The Problem :

2. The conventional practice had been to carry out the TNA exercise through one or a combination of the following.

- (a) Formal inputs from cadre controlling CCsIT on training population numbers.
- (b) Feedback from trainees of earlier courses on desired content.
- (c) Informal consultations with a small sample of the target population.

3. While some indication of training requirements was available from the above inputs, it could not be said to be complete, comprehensive or fully expressive of the felt needs of the departmental personnel belonging to different cadres. Hence, the extent to which the imparted training met real field-level needs could always be called into question.

The Solution :

4. To address this deficiency, a holistic 360 degree TNA exercise was initiated by the DTRTI, Bengaluru in F.Y.2010-11. It is intended to be a continuous exercise which will gradually move towards capability profiling for better HR-planning.

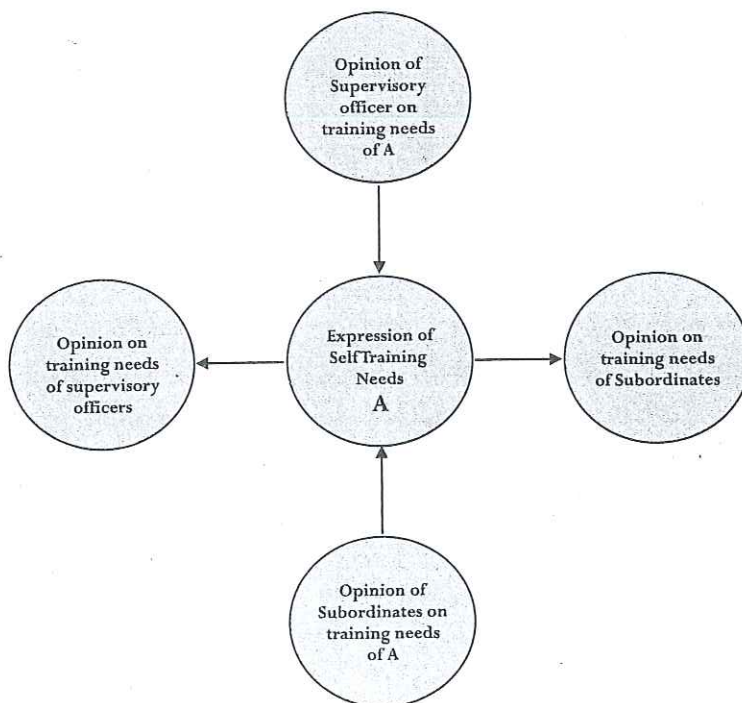
5. The training population of DTRTI, Bengaluru comes from Karnataka, Goa and Andhra Pradesh falling under the administrative control of two cadre controlling CCsIT. The DTRTI, Bengaluru and its two MSTUs located at Hyderabad and Bengaluru cater to their training needs. A detailed questionnaire – an “interview on paper” - was designed and administered to

2900 persons, being the working strength in the cadres from TA to Addl. CIT under the two CCsIT (CCA). It captured information on the following-

- (a) Profile of assessees (corporate/ non corporate/ salary/ non residents) about whom he/she has experience.
- (b) Basic/compulsory trainings, including orientation course on promotion and refresher course once in five years, already attended by the person.
- (c) Specialized courses attended.
- (d) The choice of specialized courses attended/desired to be attended out of a detailed basket of 33 courses offered/proposed.

Supervisory officers were asked to express their opinion about the training needs of their subordinate officials (by name and cadre) out of the above basket of courses so as allow for multiple levels of identification of knowledge/skills-deficit. Subordinate officials too were asked about the areas in which their supervisory officers needed training in order to make the TNA exercise truly a 360 degree exercise.

6. A pictorial representation of the concept is given below.



7. The exercise was spread out over an area of wide geographic coverage. A team consisting of DTRTI faculty-members visited the major Tier-1 and Tier-2 cities such as Bengaluru, Mysore, Hubli, Panaji, Belgaum and Hyderabad, where there is a large concentration of departmental personnel. Here the questionnaires were collected personally. For the other cities, assistance was taken from the CsIT, Range-heads and the ITOs in-charge (in mofussil areas) so that the views of every level of employee could be elicited. A target of 90% of the departmental population in the Region was fixed for obtaining the filled-out questionnaires so that the exercise was broad-based enough to be democratic, representative and meaningful.

The Results:

8. The filled out questionnaires, received after intensive follow ups, have been entered into a database and analyzed using various statistical parameters. The results of the analysis now provide a scientific basis to plan for training courses in the coming year. Some of the major revelations thrown up by the statistical analyses, which have since being taken up for urgent action are:

- (a) The mandatory orientation course on entry into a cadre, either through appointment or through promotion, has not been provided to all eligible candidates.
- (b) Since the department does not prescribe minimum mandatory days of training for different cadres as their right for capacity development, or as an aspect of performance evaluation, a substantial proportion of the personnel have not attended any training in the last three years

9. In the past, nominations for various courses were being made by the CCsIT (CCA) in a routine manner on an ad hoc basis without a scientific database to rely upon. After the TNA exercise, the DTRTI, Bengaluru, in respect of mandatory courses, encloses a list of the personnel who have not attended the same, and requests for nominations to be made from the list. For specialized courses the list of interested persons is sent to facilitate more effective selection by the CCIT's office. The results have been extremely encouraging due to the transparency and data assistance inherent in the process. In subtle ways it forces the organization to acknowledge learning as a strategic activity for effective performance.

10. The consultative dialogue conducted through TNA has facilitated a participative approach to training whereby the departmental personnel feel a greater level of personal involvement as their inputs shape the design and delivery of training. The commitment of the potential trainees to the efforts of the training sector is, consequently, amplified.

11. An unexpected fallout of the TNA exercise has been the feeling of empowerment experienced by the different cadres from the simple exercise of being asked about their needs, views and desires. Expressions of these sentiments were both touching as well as motivating. In an organization where employee satisfaction surveys are yet to move beyond the conversational ambit, the TNA questionnaire served the agenda even in this direction.

Names of the Officers : K.R. Narayana, Asstt. Director (Training)
Devaki, Addl. Asstt. Director
Gurubhashyam, Dy. Director
G. Suresh Babu, Addl. Asstt. Director
M. Gopinath, Addl. Asstt. Director
Jahanzeb Akhtar, CIT