

# **Training Needs Analysis of Ministerial Wing of DRSTUAOA Nainital**

## **Team Members:**

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## Acknowledgement

At the very first we would like to express our sincere gratitude to all those who spared time for us, guided us with their valuable suggestions, provided with relevant materials, and helped us to shape the **Training Needs Analysis Project** report in the present form.

The findings that have been listed in this report are a result of many a brainstorming session and our heartfelt thanks are due to all the officers and members of staff at the Office of DRSTUAOA Nainital. Their efforts and sincerity have ensured that the report is fair and unbiased. We have attempted to be accurate and thorough as we incorporated their insights into the foundations of the proposed training interventions and non-training implications.

We thank **Director DRSTUAOA Nainital** for allowing us to undertake the study in his department. His understanding of the subject and willingness to facilitate the study rendered our exercise a successful endeavor.

We would like to record our heartfelt appreciation for **Course Director Ms. Meenu Pathak** for creating this opportunity to carry out this study.

Last but not least, we shall be failing in our duty if we do not acknowledge the expertise of **Mr. Ashish Bose & Mrs. Kamaksha Mishra** the Recognized Trainers respectively of TNA, who led and guided us through the entire exercise.

Our sincere thanks are due to all others who have contributed directly or indirectly in any manner to the complete this Academic venture.

To,

Chief Administrative Officer  
DRSTUAOA, Nainital

Dated: 02//01/2021

Dear Sir,

### **Training Needs Analysis**

Thank you for expressing an interest in carrying out a training needs analysis (TNA) in your organisation. Our consultancy has been asked to act as the TNA consultant for this and that you will be our client.

We have to arrange our first meeting during which we can discuss the TNA process and the possible results to be achieved. The aim is to utilize training to help improve the performance of your employees and, ultimately, the organisation.

One thing we will ask you to agree during our first meeting will be, "Terms of Reference". These specify the purpose of the consultancy and define our respective roles so we can agree to:

- Set objectives to realistic expectations.
- Define our role and how we shall carryout the consultancy.
- Authorise access to relevant information.
- Identify members of staff, and perhaps others, who are likely to be involved in training activities that may result from the consultancy.

You may wish to consider whether you consider it more useful to carry out the consultancy across the organisation as a whole, or whether you prefer that we concentrate on one area of the organisation's operations.

It's probably worth stressing that the consultancy is carried out in strict confidence.

Yours sincerely,

ABC Consultancy

# Table of Content

<b>Sr. No.</b>	<b>Topic</b>	<b>Page No.</b>
<b>1</b>	<b>Introduction</b>	
<b>2</b>	<b>Methodology</b>	
<b>3</b>	<b>Observation &amp; Findings</b>	
<b>4</b>	<b>Cause &amp; Effect Analysis</b>	
<b>5</b>	<b>Priority List</b>	
<b>6</b>	<b>Recommendations</b>	
<b>7</b>	<b>Training Plan</b>	
<b>8</b>	<b>Appendices</b>	

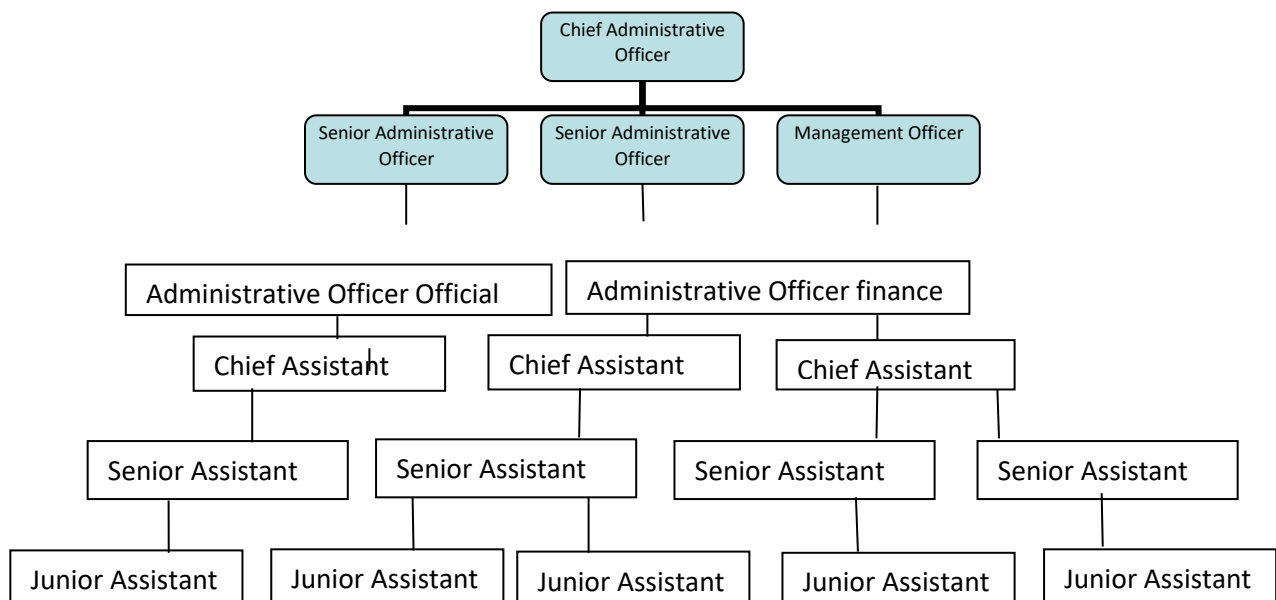
# 1. INTRODUCTION AND FUNCTION OF THE DEPARTMENT -

The Administrative department of DRSTUAOA is the back bone of the Academy, it works at the back end and is responsible to serve the key services like Record keeping Human Resource Management, Administration, Finance, Office Procedures as well as the maintenance and supervision of the whole Academy premise which includes the main Academy Buildings, the residential premises, the Director House, the Joint Director House etc. The department is led by one CAO with two SAO's and one System Officer (Vyavastha Adhikari), there are three chief assistants, four senior Assistants and five Junior Assistants, for managing the different works of the department. The job role of each employee is clearly mentioned in the documents but is not being followed practically in the usual form due to lack of staff. The department along with record keeping and taking care of financial matters also deals with supervision of academic office of the institute.

## 1.1 key purpose of department-

- 1) To provide administrative support to the Academy.
- 2) To keep financial records of the Academy.
- 3) To assess all departments and present report to higher authority of the Academy.

## 1.2 Organisational chart-



## 1.3 Aims of the Study:

1. To understand operations and key purpose of the department.
2. To identify and analyse performance.
3. To submit recommendations that will fill the performance gap.

## **2. METHODOLOGY OF TNA:**

### **2.1 Data Collection –**

Information was collected from all levels of Officers (from C.A.O to Junior Assistants). Other than using the two effective tools for data collection, a series of interviews and discussions were held with a wide cross-section of officers in the department. The tools used for data collection were:

**2.1.1 SWOT Analysis** – To determine the Strengths, Weaknesses, Opportunities & threats (Challenges) to the organization.

**2.1.2 EMB** – To categorise data in three dimensions: Environmental, Motivational and Behavioural.

**2.2 Analysis & Diagnosis** - The data collected was analysed with the help of the following tool:

**2.2.1 Cause & Effect Analysis** - A tool resembling a fishbone where all the causes contributing to a performance issue are identified. These causes are grouped under different common themes.

## **3. OBSERVATIONS AND FINDINGS:**

### **3.1 Performance Problem:**

Delay in extending administrative support to other functional areas of DRSTUAOA, Nainital.

### **3.1 SWOT**

### **Appendix (i)**

#### **3.2.1 Strengths**

- Apex Institute of state.
- Rich with Natural Resources.
- Rich with skilled officers and workers.
- Excellent hostel/residential facilities.
- Excellent facility of mess.
- Availability of Wi/Fi. In the premises.
- First-Aid facility.

#### **3.2.2 weaknesses**

- Shortage of staff.
- Shortage of land.
- Poor internet connectivity.
- Lack of inhouse training.
- Uneven distribution of work.
- Lack of permanent Doctor and Health care staff.

### **3.2.3 Opportunities**

- Capacity of staff can be enhanced through inhouse training.
- Can build Academy as an ideal training institute through optimum use of available land.
- Can increase the efficiency of training programmes by increasing speed of internet connectivity.

### **3.2.4 Threats (Challenges)**

- To maintain the excellence and elegance of Academy besides of lack of working staff.
- Challenge to retain the skilled officers and staff of the institute besides its extreme location and harsh weather conditions.

## **3.3 EMB Factors**

### **3.3.1 Environmental Factors:**

- Shortage of Staff.
- Delay in appointment.
- Uneven distribution of work.
- Stress because of Work overload.
- Lack of permanent Doctor and health care staff.
- No Scope of permanent job for contractual workers.
- Lack of Power backup equipment at Reception.
- Exposure Visit required for ministerial staff.
- Residential requirement for 10 workers.
- Lack of sports facilities for the staff living in the premises.

### **3.3.2 Motivational**

- Less opportunities of promotion.
- No transfer facility.
- No Scope of permanent job for contractual workers.

### **3.3.3 Behavioural**

- Lack of office management skills.
- Complexities to deal with issues of RTI.
- Lack of Financial Management Skills.
- Lack of skill to use IFMS software.
- Lack of soft skill in reception staff.
- Workshop on stress management.
- Exposure Visit of ministerial staff.

### **3.4 FINDINGS:**

For the purpose of conducting this TNA exercise, the Client was observed using SWOT and EMB tools to draft the following findings:

- Shortage of Staff.
- Less opportunities of promotion.
- No transfer facility.
- Delay in appointment.
- Lack of office management skills.
- Complexities to deal with issues of RTI.
- Lack of Financial Management Skills.
- Lack of skill to use IFMS software.
- Uneven distribution of work.
- Stress because of Work overload.
- Lack of permanent Doctor and health care staff.
- Lack of soft skill in reception staff.
- No Scope of permanent job for contractual workers.
- Salary issues of contractual workers.
- Lack of Power backup equipment at Reception.
- Exposure Visit required for ministerial staff.
- Residential requirement for 10 workers.
- Lack of sports facilities for the workers living in the premises.

### **4. CAUSE AND EFFECT ANALYSIS:**

The data collected was analysed with the help of two tools:

**4.1 Cause & Effect Analysis** - A tool resembling a fishbone where all the causes contributing to a performance issue are identified. These causes are grouped under different common themes.

#### **4.1.1 Fish Bone Diagram- Appendix (ii)**



## 5. PRIORITY LIST:

PRIORITY LIST			
PROBLEM	TRAINING INTERVENTION	OTHER IMPLICATION	PRIORITY
Delay in extending administrative support to other functional areas of DRSTUAOA, Nainital.	1. Training of official staff for: <ul style="list-style-type: none"> <li>• Office management skills</li> <li>• R.T.I. issues</li> <li>• Financial management and I.F.M.S.</li> </ul>	Clear listing of Training areas.	<b>1</b>
	2. Workshop on stress management for official staff.	Designing appropriate module.	<b>2</b>
	3. Capacity building of official staff in soft skills.	Listing of Soft skills required for official staff.	<b>3</b>
	4. Exposure visit of officers and ministerial staff in other training academies of India and abroad.	Request from department and approval from Authorities.	<b>4</b>

## 6. RECOMMENDATIONS

### 6.1 Training interventions-

1. Training of official staff for:
  - Office management skills
  - Handling R.T.I. issues
  - Financial management and I.F.M.S.
2. Workshop on stress management for official staff.
3. Capacity building of official staff in soft skills.
4. Exposure visit of officers and ministerial staff in other training academies of India and abroad.

### 6.2 Non-Training Implications-

1. Appointment of permanent staff.
2. Clear work division in official staff.
3. Appointment of a permanent Doctor and health care staff.
4. Facility of power backup in the Reception.

## 7. TRAINING PLAN

Priority	Job/ Person	Aim	Strategy	Target	Responsibility
1.	SAO's, AO's, CAsst's, SAsst's & JAsst's	To enable in Office management	Training in Office management skill	Within one month latest by 31/01/2021	CAO
2.	CAO and One Junior Asst.	Handling the issues of RTI	Training on RTI	Within three months latest by 28/03/2021	CAO
3.	Account Clerk	To get enable to use IFMS software	Training in application of IFMS software	Within 15 days latest by 17/01/2021	AO (Finance)
4.	All Ministerial staff	Overcome from Workload	Workshop on stress management	In Service	CAO
5.	All Ministerial staff	To enhance knowledge & Attitude regarding their job	Exposure Visit	In Service	CAO

## 8. APPENDICES:

### 8.1 Appendix: ( i )

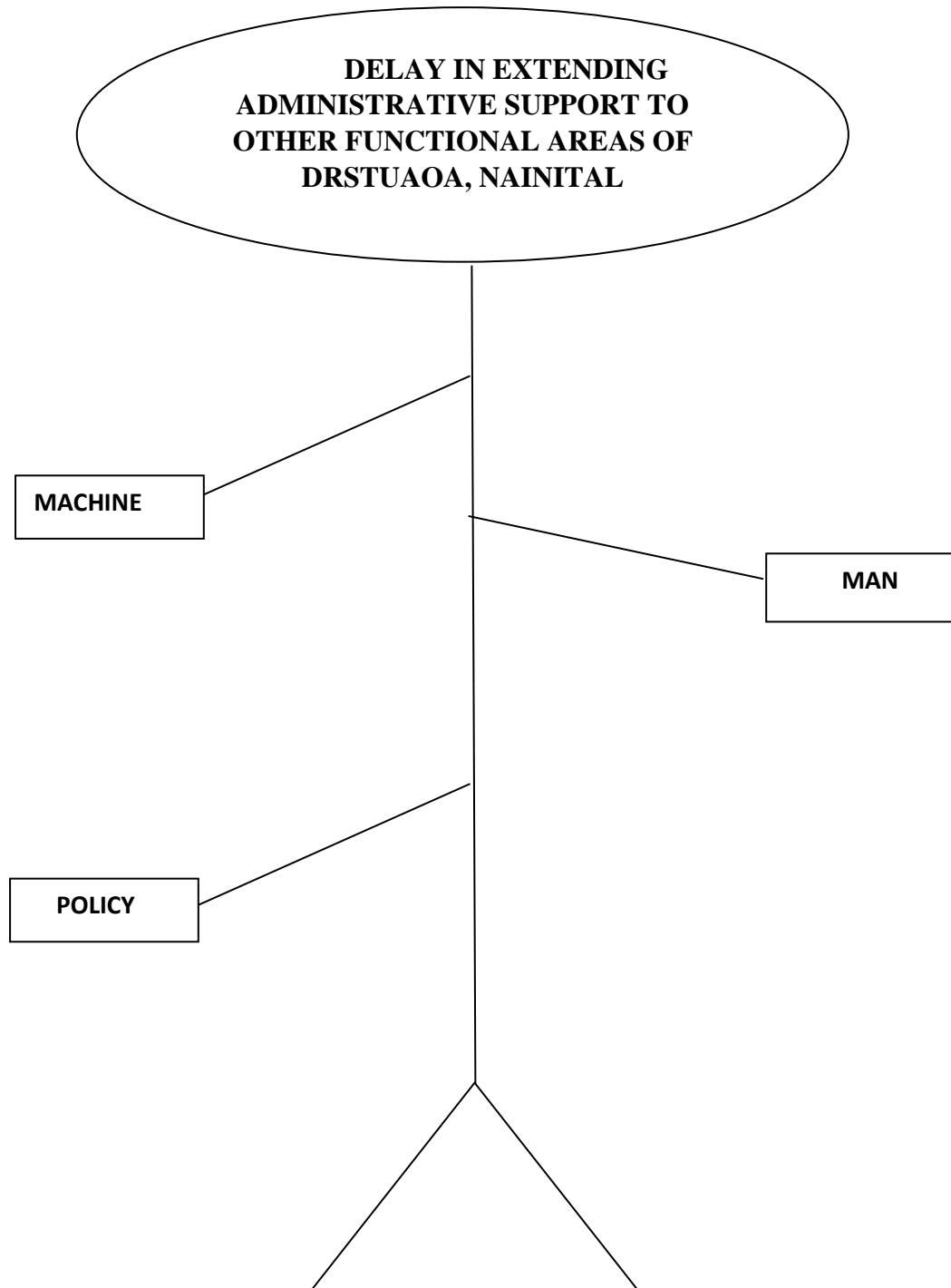
#### SWOT

<p style="text-align: center;"><b>Strength</b></p> <ul style="list-style-type: none"><li>• Apex Institute of state.</li><li>• Rich with Natural Recourses.</li><li>• Rich with skilled officers and workers.</li><li>• Excellent hostel/residential facilities.</li><li>• Excellent facility of mess.</li><li>• Availability of Wi/Fi. In the premises.</li><li>• First-Aid facility.</li></ul>	<p style="text-align: center;"><b>Weakness</b></p> <ul style="list-style-type: none"><li>• Shortage of staff.</li><li>• Shortage of land.</li><li>• Poor internet connectivity.</li><li>• Lack of inhouse training.</li><li>• Uneven distribution of work.</li><li>• Lack of permanent Doctor and Health care staff.</li></ul>
<p style="text-align: center;"><b>Opportunities</b></p> <ul style="list-style-type: none"><li>• Capacity of staff can be enhanced through inhouse training.</li><li>• Can build Academy as an ideal training institute through optimum use of available land.</li><li>• Can increase the efficiency of training programmes by increasing speed of internet connectivity.</li></ul>	<p style="text-align: center;"><b>Threats (Challenges)</b></p> <ul style="list-style-type: none"><li>• To maintain the excellence and elegance of Academy besides of lack of working staff.</li><li>• Challenge to retain the skilled officers and staff of the institute besides its extreme location and harsh weather conditions.</li></ul>

**8.2 Appendix:**

**( ii )**

**FISH BONE DIAGRAM**



## **MAN**

- Lack of office management skills
- Exposure visits of Ministerial Staff
- Lack of Staff
- Financial Management
- Handling of R.T.I. issues
- Work load
- Lack of permanent doctor
- Lack of residence
- Lack of sports facilities for Ministerial staff
- Lack of Soft skills

## **MACHINE**

- Electricity power back up at reception
- Internet equipment's for better connectivity

## **POLICY**

- Delay in recruitment
- Permanency of working staff
- Less promotion opportunity