

# TRAINING POLICY REQUIREMENT

- The Context
- Training & Development
- Training Function

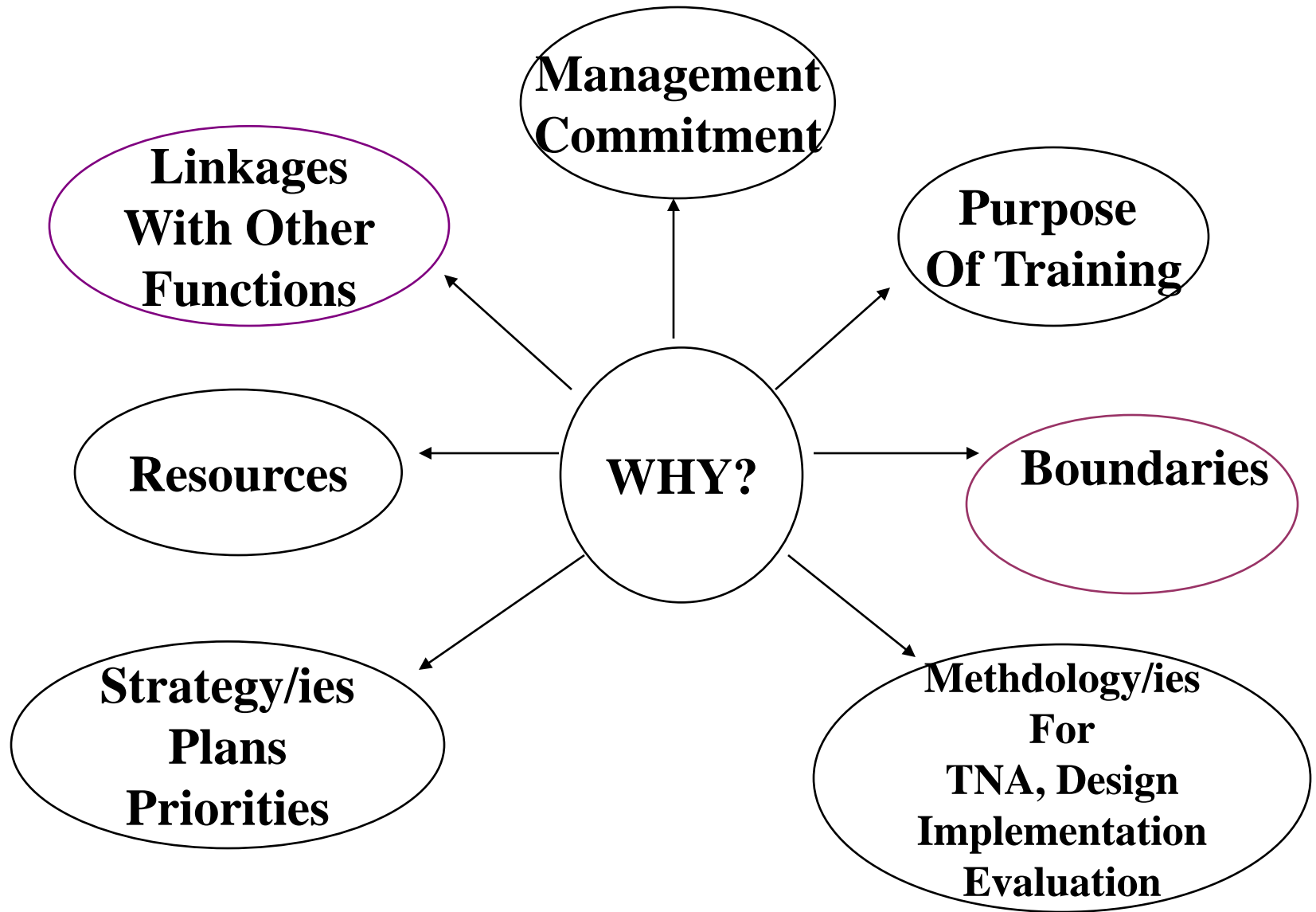
# AIM OF PRESENTATION

- Present the context within which training-policy is required to be formulated
- Discuss linkages of training-policy with other functions/aspects
- Enumerate salient features of a training-policy

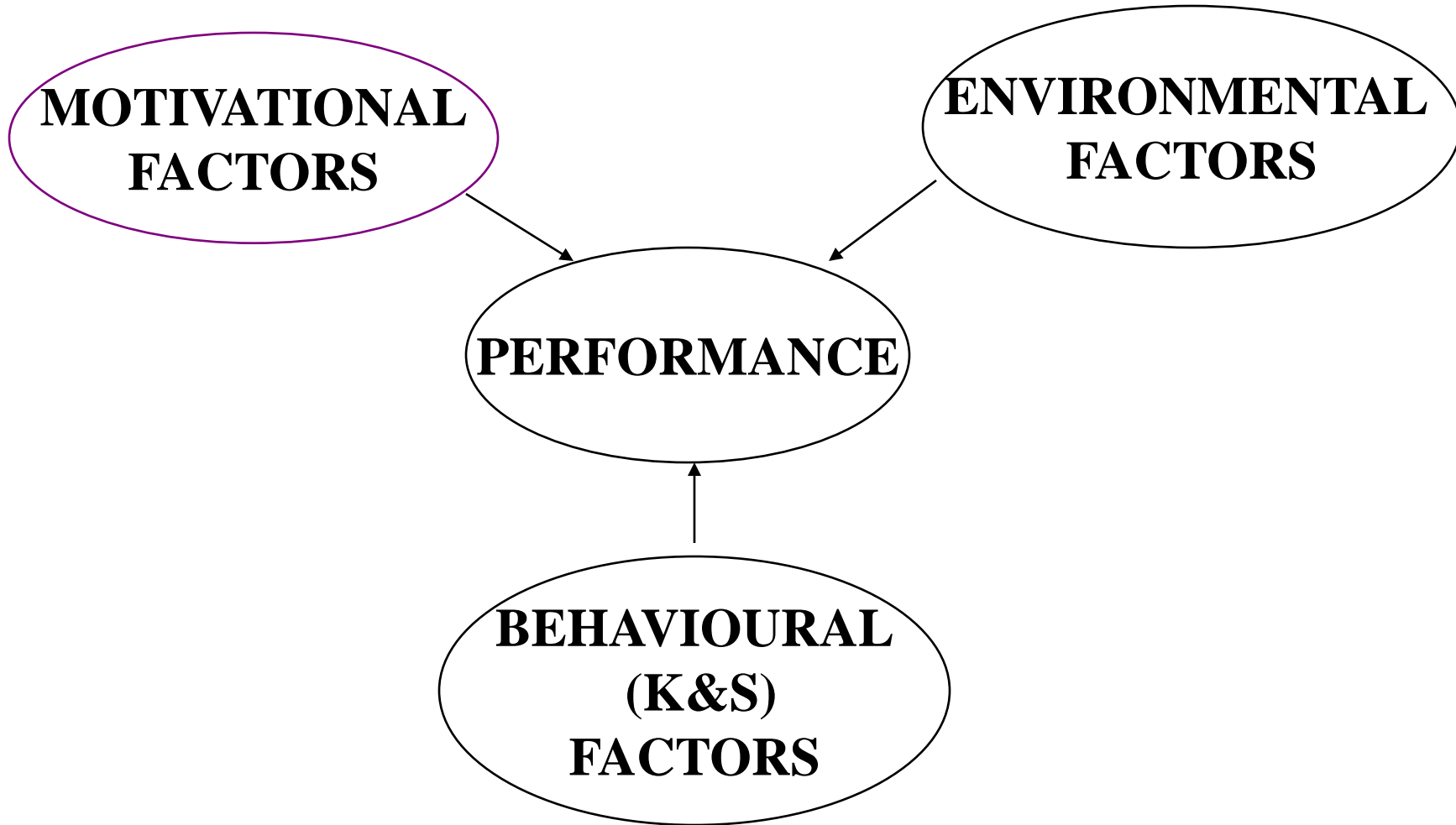
# **STRUCTURE OF PRESENTATION**

- The Context
- The Linkages
- Various Dimensions
- Framework of NTP

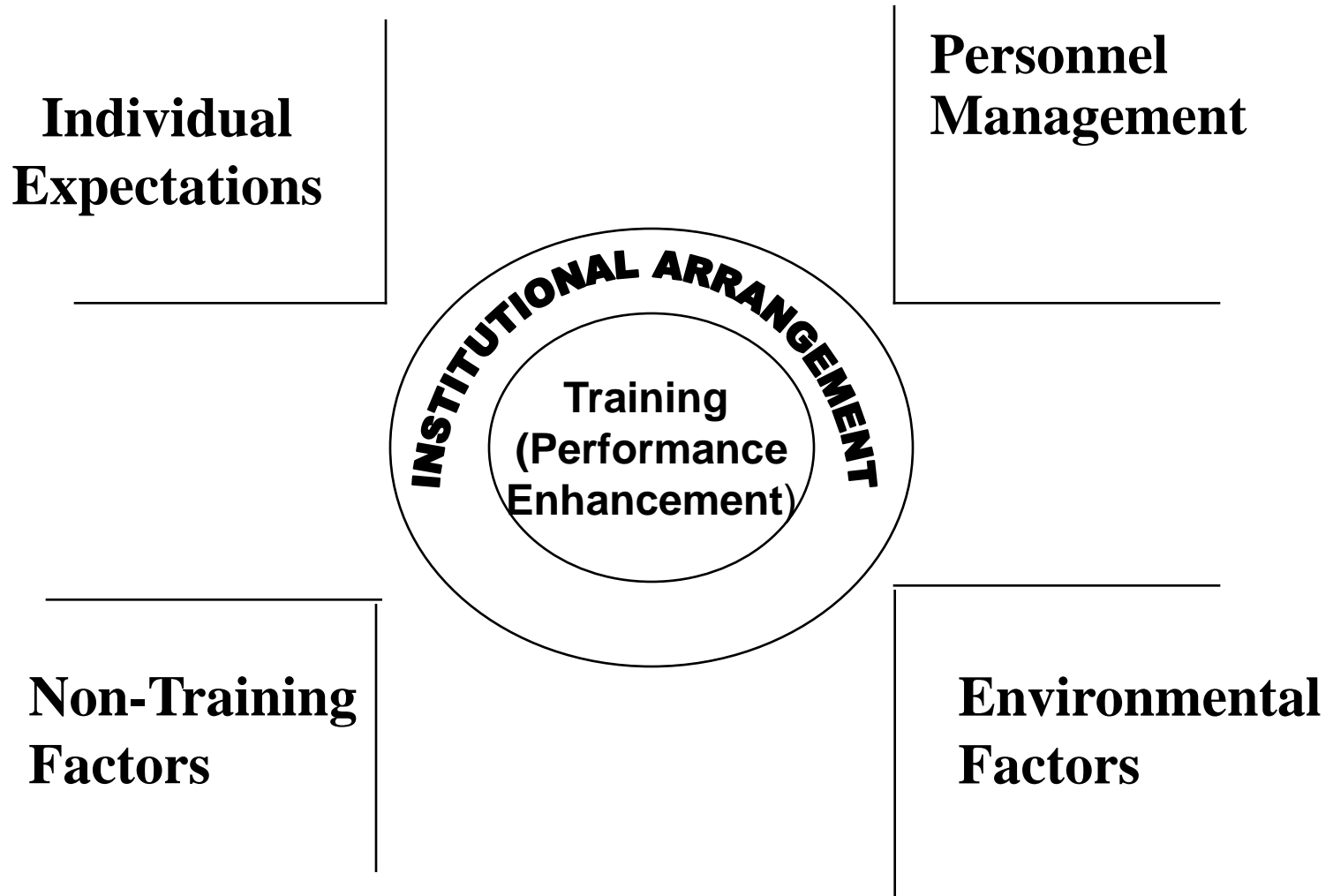
# TRAINING POLICY : THE CONTEXT



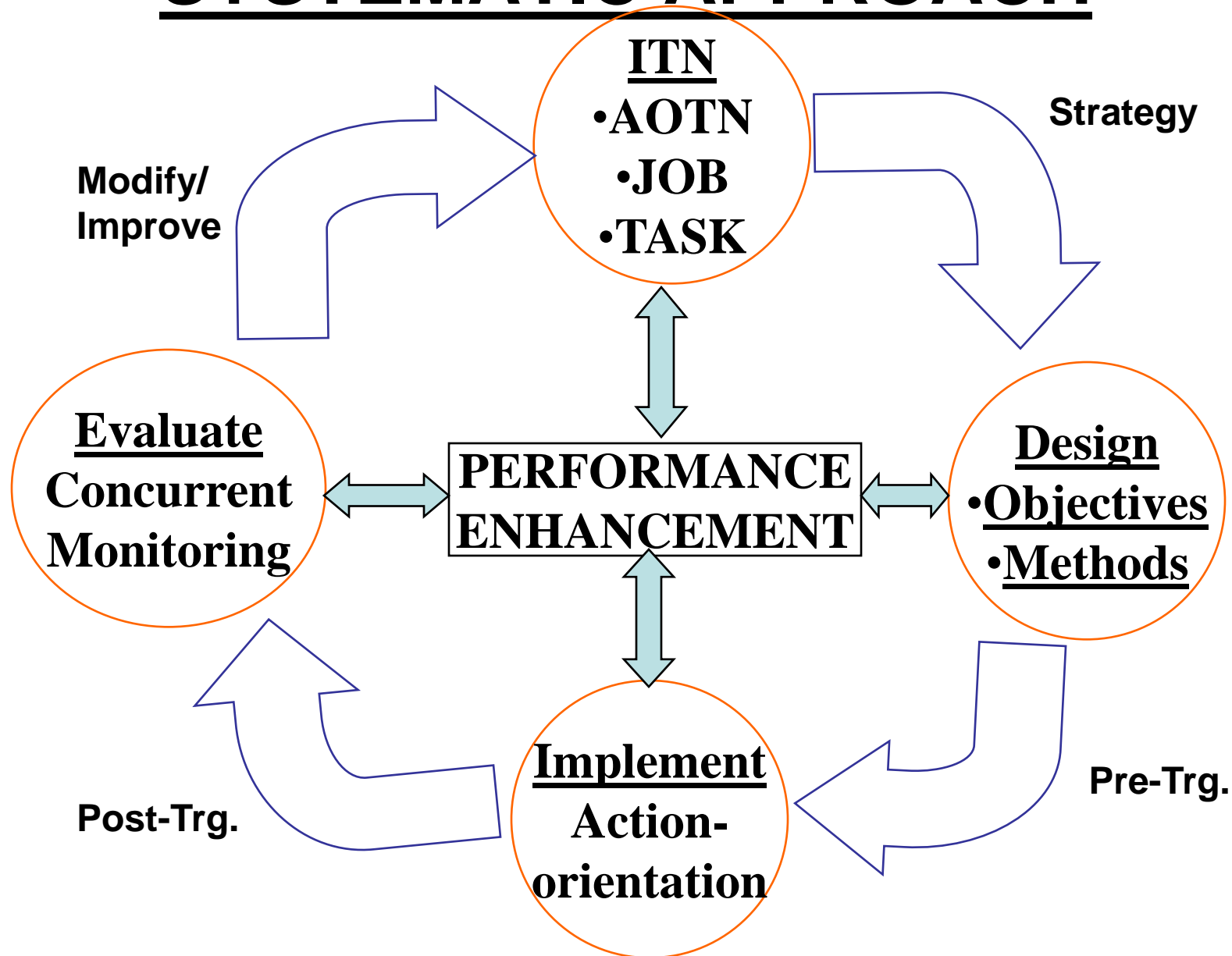
# TRAINING POLICY : BASIC PREMISE



# TRAINING POLICY : THE EXPECTATIONS



# TRAINING POLICY AND SYSTEMATIC APPROACH



# TRAINING POLICY AT NATIONAL LEVEL

- Systematic Training
- Training for All
- Training within Organisation
- In-situ training, Distance Learning
- Design based on Training Needs
- Training Managers to coordinate Training efforts
- Training driven by objectives
- Training on Induction, Promotion, Job-change
- Training on changing roles, policies, technology, procedures
- Priority to training of employees at “cutting-edge”
- Changing role of Training-Institutions
- Pre and Post Training activities to be undertaken



# TRAINING POLICY :EXPECTED SHIFTS

People  $\longrightarrow$  Programme  $\longrightarrow$  Performance

## Responsibility

- Training Institutions  $\longrightarrow$  Organisations
- Individual  $\longrightarrow$  Group (Critical Mass)
- Knowledge  $\longrightarrow$  Action
- Activity Approach  $\longrightarrow$  Process Approach
- Performance Problem (Intervention)  $\longrightarrow$  Performance enhancement (Development)
- Training for Few (officer oriented)  $\longrightarrow$  Training for All (Preference to cutting-edge)
- Training-Institutions  $\longrightarrow$  Institutional arrangements
- Training Implications  $\longrightarrow$  Non-training  
Training  
Non-Training

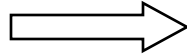
## Methods

- Class Room orientation  $\longrightarrow$  Simulation orientation

# TRAINING POLICY: EXPECTED SHIFTS

## Design

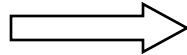
Content Driven



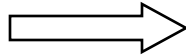
Objective Driven

## Evaluation

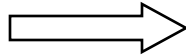
- Trainers
- Activity
- In the End



Organisations



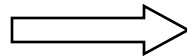
Process



Concurrent

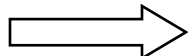
## Trainer

- Subject Expert



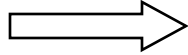
Role Model (Successful Line Manager)

- Training



Learning

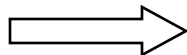
- Formal



In-situ

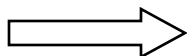
(Away from workplace)

- Training Courses



Training Packages

- Supply Driven



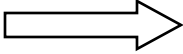
Demand Driven

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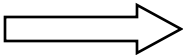
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# TRAINING POLICY : EXPECTED SHIFTS

## Predominant Role

- Trainers  Training Manager  
Trainer  
Training Manager

## Predominant Concern

- In-Training  Pre-In-Post

# TRAINING POLICY – IMPERATIVES

- Training to be linked with performance enhancement
- Setting of training within organisation
- Each Organisation to Formulate Training Strategy Based on Guidelines in Training Policy
- Focus of Training On building Competencies & Skills
- Priority to Training of Employees at “Cutting Edge Level”
- Top-level management commitment an essential pre-requisite

# **TRAINING POLICY IMPERATIVES**

## **WHEN TRAINING**

- On Changing Roles, Policies & Technology
- On Induction, Promotion & Job Change
- Organisation Development
- Performance Problem

## **LINKAGES**

- Integral part of Personnel Management
- Part of cadre-management & career progression
- Linked to improving efficiency & effectiveness
- Cadre-wise Training schemes/plans

# TRAINING POLICY – DEVELOPMENT PROCESS

- Systematic Approach to Training
- Pre-In-Post Training form a continuum
- Training Designs Based On Training Needs
- Non-Training Issues (preceding or succeeding) to be taken care of
- Transfer of learning to be ensured
- Institutionalised Arrangements within each organisation

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# TRAINING POLICY – DEVELOPMENT PROCESS

- Comprehensive exercise for identification of training needs at task, job & organisation level
- Identification of “Critical-Mass”
- Documentation and replication of “best-practices” from within or other similarly placed organisation

# TRAINING POLICY – IDENTIFICATION OF RESOURCE PERSONS

- Each department/organisation to form a panel of function/functionary/subject wise Resource Persons
- Persons generally considered to be successful in line functions, imbued with proper value system and perceived as role models to be drafted as Resource Persons/ Trainers
- Trainer/Resource Persons Development plans to provide for
  - + Training-Learning Process
  - + Training Delivery & Design Skills
  - + Subject Expertise
  - + Catalysts in Change processes



# NTP : SYSTEMATIC APPROACH

PREFERENCE  
TO  
CUTTING EDGE

TWO  
PRONGED  
APPROACH



TRAINING  
SETTING WITHIN  
ORGANISATION

THREE-  
TIER  
TRAINING

# NATIONAL TRAINING POLICY – TRAINING STRATEGY

- **Two Pronged Strategy** – One dealing with generic areas (common to all Govt. Servants) and other dealing with function/domain specific aspects
- **Three Tier Approach** – For entire range of services from lowest to highest:-
  - + **Cutting Edge Level** – Equal emphasis on functional skills & attitudinal orientation

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# NATIONAL TRAINING POLICY – TRAINING STRATEGY

- + **Middle Level** – Enhancement of professional knowledge, understanding and skills
- + **Top Level** – Strategic planning and capacity to perceive and provide for future trends, related issues and events
- **Multi Layer & Multi Pronged**, well planned & coordinated effort necessary

# **NATIONAL TRAINING POLICY – COORDINATION ARRANGEMENTS**

- Emphasis On Institutionalised Arrangements
- Each Departments to designate Training Managers
- Direction committee at Apex Level
- Training Coordination Committee in each organisation
- Involvement of top/senior-level line-management
- Training in Management of Training
- Training In Systematic Approach To Training

# **NATIONAL TRAINING POLICY – RESOURCES FOR TRAINING**

- Funds equivalent to 2.5 percent of salary-budget
- Separate budget-head for training
- Funds equivalent to 2.5 percent to plans, schemes, programmes
- Organisation to prepare training-perspective plans, annual-plans and formulate specific schemes for each cadre

***THANK YOU***