

Introduction

The Karnataka State Agricultural Marketing Board was established on 1st September 1972 as per section 100 of the Karnataka Agricultural Produce Marketing (Regulation) Act 1966 and Rules, 1968. The Board acts as a liaison agency between the Market Committees and the Government of Karnataka for all-round development of agricultural marketing in the State. The important functions of the Board, a) Grading and standardization of agricultural produce, b) General improvement of the regulation of marketing in the state, Giving aid to financially weak (or needy) market committees in the form of loans and grants, Propaganda and Publicity on matters relating to regulated marketing of agricultural produce etc.

c) Imparting education in regulated marketing of agricultural produce, general improvement of the facilities for the transport of notified agricultural Produce and the marketing thereof, advise on matters referred to it by the State Government; d) To co-ordinate functioning of all the market committees with the help of information service obtained by both National and International market, d) To arrange for safety insurance on the life of farmers and if necessary contribute towards premium payable in respect of all agriculturists in the state. Any other purpose of general interest to regulated marketing of agricultural produce.

Agriculture Marketing Department under department of cooperation requested Administrative Training Institute (ATI), Mysore to Identify the Performance Gap and design suitable training. ATI is conducted one day Training Needs Analysis workshop along with senior board and departmental officers and identified the Training needs and Non- Training Needs.

Functional Analysis

Secretaries	148
District Officers	29
Board Unit Heads	10

Officers competency Levels

Secretaries, District Officers & Board Unit Heads: these officers have experience ranging from three year to thirty years. They are experienced and have experienced and Working knowledge to perform in the organization and the competency gap is mainly noticed in new areas like IT, Change in Market, New environment and expectations.

Job Factors

Job factors are distinctive characteristics of any job position. These factors can be used to understand nature of work activities and job responsibilities for the job position. These factors are:

- Envisioning
- Direction
 - Concept of Agriculture Business
- Organizing and planning
- Resource Mobilization
- Business Development
 - Business Development plans
 - Direct Marketing & Contract Forming
 - E-Tendering (Tender & Contract Management)
- Coordination
- Execution
 - Warehouse Management
 - Commodity Exchange
- Human Interaction
 - Communication & Public
 - Interpersonal Relationship skills
 - Team Work & Conflict Management
 - Stress Management
- Adaptability to technology
- Creativity
- Cost Conscious
- Value Addition

Self Concept and other traits:

- Clarity in Role & Responsibility
- Self Awareness
- Self Motivation
- Strength & Weakness
- Understanding Individual Challenges

Functional Knowledge:

- Account management
- Building confidence to interact with the elected representative, stakeholder and public.
- Business development plan
- CCA
- Clarity in role & responsibility
- Computer applications
- Creating exports network
- Developing trust among farmers
- E-initiatives & e-trading
- Enforcement of law
- How and what to delegate the responsibility
- Improvement in interdepartmental coordination
- Information about the facility extended by other department
- Information related to direct marketing / contract forming / private markets
- Issues related to different litigations
- LA & LC questions and reply
- Marketing management
- Office management
- Performance management
- Project management
- Quality control / grading of commodities
- Record management
- Right to information act
- Role clarity in functional responsibility

Managerial:

- Change management
- Changing the mind set (from regulation to facilitations)
- Communication skills: listening skills, writing skill and assertiveness
- Conflict resolution
- Creativity
- Crises management

- Ethics & values
- Interdepartmental coordination
- Interpersonal relationship (transaction analysis)
- Motivating self / others (staff & farmers)
- Personality building: awareness
- Public relationship
- Stress management
- Working with team
- Time management

Motivational:

- Balancing good working condition
- Functional Decentralization
- Proactive
- Responsible to maintain good working condition
- Work Motivation

Conceptual Knowledge and Skill:

- Accounting software
- Functional knowledge about inter departments
- KTP act, conduct rules and KCSR, KFC
- Promoting quality assurance services
- Right to information act
- Value added service to the farmers

Knowledge Gap:

- i. Marketing management
- ii. Project management
- iii. Clarity in Functional Responsibility
- iv. Business development plan
- v. Right to Information Act
- vi. Change Management
- vii. Quality Control / Grading of commodities
- viii. CCA
- ix. Personality Building: Awareness
 1. Communication

2. Stress management
3. Time Management
4. creativity
5. Crises management
6. motivating self / others (staff & Farmers)
7. Teamwork
8. Interpersonal Relationship (Transaction Analysis)
- x. Legal Aspects:
 1. Enforcement of Law
 2. preparation of Replies
- xi. Information related to Direct marketing / Contract forming / private markets
- xii. Clarity in Role & Responsibility
 1. How and what to delegate the responsibility

Skill Gap:

- i. Role Clarity
- ii. Developing trust among farmers
- iii. Clarity in Functional Responsibility
- xiii. Account Management
- xiv. Quality Control / Grading of commodities
- xv. E-Initiatives & e-trading
- xvi. office management

Attitude and Value Gap:

- iv. Public Service Attitude should change
- v. Changing the mind set (from regulation to facilitations)
- vi. Developing trust among farmers
- vii. Building Confidence to interact with the elected representative, stakeholder and public.

Training Needs:

b. Behavioral

- i. Public Service Attitude should change
- ii. Role Clarity
- iii. Changing the mind set (from regulation to facilitations)
- iv. Marketing management
- v. Developing trust among farmers
- vi. Project management
- vii. Clarity in Functional Responsibility
- viii. Building Confidence to interact with the elected representative, stakeholder and public.
- ix. Business development plan
- x. RTI
- xi. Ethics & Values
- xii. Change Management
- xiii. Account Management
- xiv. Quality Control / Grading of commodities
- xv. CCA
- xvi. Personality Building: Awareness
 - 1. Communication
 - 2. Stress management
 - 3. Time Management
 - 4. creativity
 - 5. Crises management
 - 6. motivating self / others (staff & Farmers)
 - 7. Teamwork
 - 8. Interpersonal Relationship (Transaction Analysis)
- xvii. E-Initiatives & e-trading

- xviii. office management
- xix. improvement in interdepartmental coordination
 - 1. information about the facility extended by other department, which can be facilitated by APMC
- xx. Legal Aspects:
 - 1. Enforcement of Law
 - 2. preparation of Replies
- xxi. Information related to Direct marketing / Contract forming / private markets
- xxii. Clarity in Role & Responsibility
 - 1. How and what to delegate the responsibility
- xxiii. Creating Exports Network
(Food Hygienic, Information Basic opportunities)

Non Training Needs:

Environmental

- i. Comfortable Infrastructure at office
- ii. Seeking adequate staff
- iii. Seeking improvement working conditions

Motivational

- xxiv. Developing trust among farmers
- xxv. Facilitate the links between Bank and farmers
- xxvi. Middle management: Scope should improve
- xxvii. Understand the present position and others contribution for development (interference: Traders, Elected representatives & Farmers, stakeholders)

Exposures to best practices:

- xxviii. Visit to Successful and failure practices
- viii. Ethics & Values

Training Level:

The Training needs analysis revealed that most felt that the training should be offered at single level, where all officers will share the same floor. This approach provides opportunities to share the real feelings and create extreme higher level of human bond in the hierarchy system.

Recommendations for Action:

It is clear from the workshop responses that there is a desire for more Role Clarity and upgrading of knowledge relating to their job. People also give priority to address the non-training issues like Environmental and Working condition improvement and Motivational gaps.

Proposed Course:

Days	Session/ Duration	Topics
Day One	FN I & II Two hours	Self Concept and Role Clarity Self Awareness & Understanding Individual Strength & Challenges
	FN III & IV	FK: Clarity in Role & Responsibility
	AN I & II	MS: Communication Skills (Listening Skills, Writing Skill and Assertiveness) Team Work & Conflict Management
	Evening Session	FK: Concept of Agriculture Business
Day Two	FN I & II	FK: Warehouse Exchange
	FN III & IV	CK: Right o information Act
	AN I & II	MS: Values in Public Service
	Evening Session	FK: Commodity Exchange
Day Three	FN I & II	FK: Finance & Accounting
	FN III & IV	CK: office procedures
	AN I & II	MS: Stress Management
	Evening Session	Social Visit & Visit to best Practices
Day Four	FN I & II	FK: Business Development Plan Direct Marketing & Contract Forming
	FN III & IV	CK: KCSR
	AN I & II	MS: Project Management
Day Five	FN I & II	FK: E-Tendering (Tender & Contract Management)
	FN III & IV	CK: Visit to Best Practices
	AN I & II	
		Evaluation & Valedictory

***Functional Knowledge (FK)**

***Managerial Skills (MK)**

*** Conceptual Knowledge (CK)**