Identification of Training Needs

Description

In line with the long-range plan, management should establish and maintain procedures for identifying and documenting the training needs of all personnel using information services. A training curriculum for each group of employees should be established.

Control Notes

It was observed that the process of identification of training needs was not evident. Training was given in areas of:

- General Computers
- Microsoft Windows
- Microsoft Office
- ITD Applications

There was no formal assessment of training needs for different categories of users and development of focused training modules for them. Training was imparted on Microsoft Technologies whereas the AST system is based on Oracle Technologies.

It was found in 10 of the 12 states[31] selected for the review that the users were generally untrained/not satisfied with the training received and needed more inputs on all the features of AST.

It was also found that training in some instances was being given on an older version of software limiting the usefulness of training.

As a result of inadequate identification of training needs in most of the instances the full features of the AST software were not being used. The users of the system were reported to be learning by trial and error.

Management Response

Assessment of requirement of computer training was done and the scheduling was matched with the rolling out of the applications. Training needs analysis is continuously being done. Only the back end of ITD is on Oracle whereas the front end is Windows 95 and training was provided on Windows for familiarisation. Oracle training was restricted to technical manpower. A Training Steering Committee was set up to oversee these matters. It is not correct that full features are not in use due to inadequate training or that users are learning by trial and error. The training database is modified every year. No off the shelf training is available for AST as it is customised; training was outsourced as Training labs were not available.

[31]Himachal Pradesh , Delhi , Gujarat , Mumbai , Tamil Nadu , Uttar Pradesh , West Bengal , Karnataka , Jharkhand , Rajasthan.

Assessment	Training needs analysis needs to be a dynamic and continuing process, in context of software like AST, which is changing continuously.
	The end users require a basic familiarity with computers and need to work on the Forms/Developer interface when working on AST. Relevance of training on "Windows" and "Office" in the context of AST could not be established.
	The inadequacies in the process of identification of training needs have limited the usefulness of the system and benefits from the system have not accrued, as they should.
	Audit found that the targets of training i.e. the users were generally not satisfied with the training and wanted more exposure to the features of the AST System.
Recommen-dation	36. The department should carry out detailed training needs analysis for various categories of users of the system. Training modules may accordingly be got prepared including refresher trainings;
	37. When buying off the shelf trainings, the linkage between the training and actual job requirement should be clearly established.

Training Organization

Description	Based on the identified needs, management should define the target groups, identify and appoint trainers, and organize timely training sessions. Training alternatives should also be investigated (internal or external location, in-house trainers or third-party trainers, etc.).
Control Notes	General training on software and application training on AST was being conducted by the following agencies.

- NCC
- RCC
- NADT
- RTIs
- MSTU
- CIT (CO)
- In house Training

There was no clear division of responsibility for imparting training by each of these agencies/methods. The target group was not clearly defined or categorized properly. None of these agencies could clearly specify their target client for training.

Training on software like Microsoft Windows and Microsoft Office was outsourced to NIIT. For training on ITD applications in general and AST in particular, the user manuals were used as the training material. Training on ITD application was for duration of three days. The system was being run in an ad-hoc trial and error method in many locations. The users often faced problems in working with AST and solved these by contacting RCC over the telephone or otherwise[32].

It was observed that although training was imparted to the assessing officers, their supporting staff had remained untrained. Training to the ministerial staff has started only recently.

The software version being used for training was an older version due to several changes having been made to the software.

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[32]West Bengal

Management Response	Initially imparting of training was the responsibility of NCC and the three RCCs. It was then outsourced to NIIT and then to SSI. A training infrastructure was also set up at NADT, RTIs and MSTUs for actual delivery of training. Training was provided to all assessment officers and one staff member. Imparting of more training inputs is an ongoing process.
Assessment	The method, effect, usefulness and duration of the training on AST were not found adequate. Most of the Assessing officers themselves felt that they needed further training, by way of refresher courses etc. Consequently users were not fully aware of the features of the AST software. Training at all levels including the ministerial level were inadequate. Training on an older version of the software has meant that the usefulness is limited. Audit found that the multiplicity of agencies has led to a blurring of efforts and less efficient targeting.
Recommendation	38. Training needs should be properly identified at all levels and training imparted in an effective, organized and useful manner.