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## Training and Capacity Building

A systematic approach to develop and continuously improve organizational and individual competencies and capabilities is necessary for achieving organisational goals and objectives effectively. Human resource in an organization is the most crucial, vital and dynamic resource. Over the period, the Human Resource Management functions have undergone significant changes. Organizations are attaching tremendous importance to the management and development of their personnel. There is increasing recognition that the individual in an organization is a key resource and should not be simply looked upon as a cost. There is always need to improve competency in terms of skills, knowledge and attitude of the employees through appropriate training and development programmes from time to time. An employee becomes more efficient and productive if he/she is trained well as per training needs and competency gaps. To strengthen and facilitate training and capacity building of all categories of ICAR employees, the HRM Unit was established in September 2014 with the objectives: (i) Overall coordination, monitoring, implementation and management of training needs and HR policies for the Council. (ii) Evaluate and advice on all strategic HR needs and requirements of the Council.

During 2015-16, several initiatives were taken to strengthen training and capacity building of the ICAR employees and some accomplishments were attained as given below.

### Nomination of HRD Nodal Officers

For effective implementation of training functions at the Institute, all 108 ICAR Institutes nominated HRD Nodal Officers for their Institute. The HRD Nodal Officers developed the Annual Training Plan (ATP)

for various categories of employees-based on Training Need Assessment (TNA) along with organization of suitable trainings. They also ensured effective implementation of ATP.

### Developing database of training details in ERP system

Availability of complete and comprehensive database of training details of all the employees provide a logical backup for assessing the training needs/gaps and helps in planning current and the future training programmes. Complete training details of about 2,710 (54.5%) scientists, 585 (10.5%) technical, 443 (11.5%) administrative personnel and 73 (1.3%) SSS are available in the ERP system. There would be complete database of training of all the employees in the near future.

### Identification of training need/skill deficient areas

For the first time in ICAR, training need/skill deficiency of all categories of employees was undertaken at the Institutes. Almost all Institutes have identified the training areas/skill deficiency for different categories of employees and identified 128 training areas for scientists, 87 for technical, 49 for administrative personnel and 36 for skilled-supporting staff. This first time exercise has paved the way for further designing and developing the new training programmes.

### Development of Annual Training Plan (ATP) based on training needs

Developing Annual Training Plan (ATP) based on training need assessment is necessary as per National Training Policy-2012 of Government of India. Systematic approach for training was implemented through development of ATPs based on identified training needs/skill deficiencies by the Institutes/ICAR

**SMD-wise number of employees undergone training during 2015-16**

SMDs ICAR HQs	No. of employees undergone training					% Employees undergone training				
	Scientists	Tech.	Admin	SSS	Total	Scientists	Tech.	Admin	SSS	Total
Crop Sci.	379	197	87	112	775	23.9	13.2	10.0	7.5	14.3
Hort Sci.	227	142	95	116	580	31.4	18.6	22.0	17.1	22.4
Natural Resource Management	236	158	77	93	564	30.4	18.8	15.3	11.7	19.3
Agril. Education	42	18	29	23	112	72.4	32.7	52.7	59.0	54.1
Agril. Eng.	85	53	21	32	191	34.3	13.9	9.5	13.9	17.7
Animal Sci.	232	61	98	68	459	29.9	7.2	15.9	4.3	12.0
Fisheries Sci.	172	114	64	193	543	32.3	19.9	18.6	38.1	27.7
Agril. Extn.	31	4	13	0	48	68.9	10.5	15.3	0.0	27.0
ICAR Hqs	34	16	124	0	174	42.0	18.0	22.8	0.0	22.1
<b>Total</b>	<b>1438</b>	<b>763</b>	<b>608</b>	<b>637</b>	<b>3446</b>	<b>29.8</b>	<b>15.0</b>	<b>16.6</b>	<b>11.8</b>	<b>18.1</b>



### Number of Trainings organized by various SMDs during 2015-16

SMDs/ICAR Hq	Scientists	Technicals	Administrative	SSS	All Employees
Crop Science	81	42	18	29	170
Hort Science	25	09	08	09	51
Natural Resource Management	45	11	04	03	63
Agril. Education	42	07	02	04	55
Agril. Engineering	32	09	18	01	60
Animal Science	59	08	05	09	81
Fisheries Science	24	08	05	07	44
Agril. Extension	11	03	00	00	14
ICAR Hqs	04	04	15	00	23
<b>Total</b>	<b>323</b>	<b>101</b>	<b>75</b>	<b>62</b>	<b>561</b>

(Hqs). A total 86 Institutes/ICAR (Hqs) developed the ATP for their scientists, technical and administrative personnel for 2015-16. Such an exercise has been done for the first time in ICAR.

#### Leadership Workshops for Senior Personnels

The effective management of Human Resources (HR) is vital and critical for organizational excellence, more so for knowledge intensive R&D organization like ICAR. To enhance the capacity and capability of an individual for increasing the efficiency and effectiveness in discharging the responsibilities and duties, there is always need to improve the Skills, Knowledge and Attitude through participating in appropriate training and development programmes or workshops etc. Besides, such activities provide the learning opportunities for individual growth along with growth of the organisation. Therefore, 6 Leadership Workshops on Enhancing organizational productivity through management of people at work were organized in collaboration with NAARM, Hyderabad in which 95 DARE/ICAR/ASRB senior officials participated.

#### In-house training of employees

To enhance the knowledge and skills of administrative staff of ICAR (Hqs), for the first time weekly (one-hour one-day/week) in-house trainings were initiated without any financial liability at ICAR (Hqs) in which 107 Section Officers and Assistants participated.

#### Design and development of new training programmes for Technical personnel/stenographers

For the first time designing and development of new specialized training programmes (60) was initiated by 16 leading and competent institutes based on identified training need/skill deficient areas for financial personnels.

Suitable training programme exclusively for Stenographer Grade-III, PA, PS and PPS of ICAR (Hq)/institutes was developed. For the first time designing and development of a new training programme 'Enhancing efficiency and behavioural skills' was initiated by NAARM, Hyderabad.

#### Training and capacity building of the employees

During 2015-16, a total of 3,446 employees took various types of training and capacity development programmes, out of which Scientists, Technical, Administrative including Finance, and Skilled Supporting Staff (SSS) were 1438, 763, 608 and 637, respectively.

During 2015-16, Crop Science Division deputed highest number of Scientists (379) and Technical staff (197) while highest number of Administrative staff was deputed by ICAR Hqs (124) for various capacity building programmes. Fisheries Science Division trained highest number of SSS (193) at its various Institutes. Overall, maximum number of employees were trained in Crop Science Division (775) followed by Horticultural Science Division (580) out of 3,446 employees trained in the ICAR system.

Scientists (29.8%), Technical (15.0%), Administrative (16.6%) including Finance and Skilled Supporting Staff (11.8%) were trained in various aspects as per their training needs during 2015-16. The data revealed that 7.7 and 11.1% of Technical and Skilled Supporting Staff, respectively, had undergone more trainings during 2015-16 as compared to 2013-14.

Among the larger Divisions of ICAR, maximum percentage of employees undergone training and capacity building programmes, was in Horticultural Science (22.4) followed by NRM Division (19.3). In comparison to cadre strength, Agricultural Education Division deputed the highest number of Scientists, Technical and Administrative Staff with overall average of 54.1%.

During 2015-16, the training programmes were organized for Scientists, Technical, Administrative including Finance, and Skilled Supporting Staff were 323, 101, 75 and 62, respectively.

Crop Science Division organized maximum number of trainings for Scientists (81), Technical (42), Administrative Personnels (18) and Skilled Supporting Staff (29) with overall maximum number of trainings (170) during 2015-16 for all the categories of staff.

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