

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 organisation is the most crucial, vital and dynamic resource. Over the period, the Human Resource Management functions have undergone a significant change. Organisations are attaching tremendous importance to the management and development of their people. There is increasing recognition that the individual in an organisation 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. In order to strengthen and facilitate training and capacity building of all categories of ICAR employees, the HRM Unit was created 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 enumerated 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 along with organisations of suitable trainings based on Training Need Assessment (TNA) and identification of skill deficiency of employees. 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 2710 (54.5%) Scientists, 585 (10.5%) Technical, 443 (11.5%) Administrative staff and 73 (1.3%) SSS are available in the ERP system. There would be complete database of training of all the employees in 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 areas for Technical, 49 areas for Administrative and 36 areas 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 of GOI. Systematic approach for training was implemented through development of ATPs based on identified training needs/skill deficiencies by the Institutes/ICAR HQs. A total 86 Institutes/ICAR HQs developed the ATP for their Scientists, Technical and Admin. Staff for 2015-16. Such an exercise was done for the first time in ICAR.

Leadership Workshops for Senior Officials

The effective management of Human Resources (HR) is vital and critical for organizational excellence, more so for knowledge intensive R&D organisation like ICAR. In order 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, 06 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, first time weekly (one-hour one-day/week) in-house trainings at ICAR HQs were initiated without any financial liability. About 107 Section Officers and Assistants participated.

Design and development of new training programmes for Technical Staff

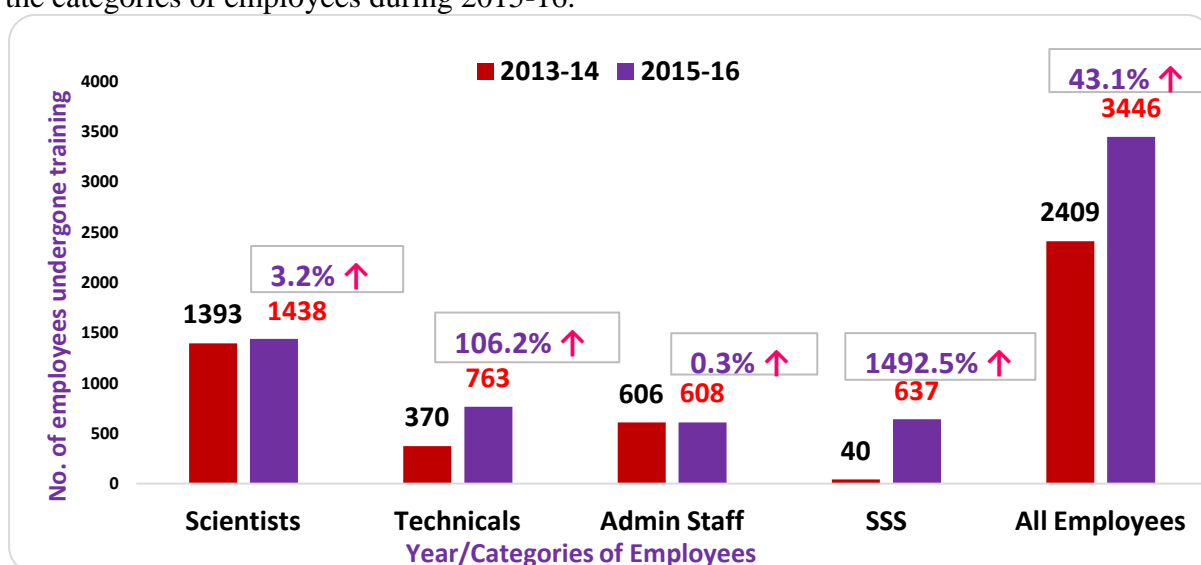
Suitable training programmes for Technical Staff of ICAR are lacking in the system. Therefore, for the first time initiated designing and development of 60 new training programmes by 16 leading and competent ICAR-Institutes based on identified training need/skill deficient areas. Most of the programmes would be effective from 2016-17.

Design and development of new training programme for Stenographers

Suitable training programme for Stenographer Grade –III, PA, PS and PPS of ICAR Institutes/HQs are very much lacking. Therefore, for the first time initiated designing and development of anew training programme “Enhancing efficiency and behavioural skills” by NAARM, Hyderabad. This would be effective from 2016-17.

Training and capacity building of employees

During 2015-16, a total of 3446 employees undergone 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. Compared to 2013-14, there was considerable improvement in number of employees undergone trainings particularly in case of Technical and Skilled Supporting Staff, where per cent improvement was 106.2 and 1492.5, respectively with 3.2 and 0.3 per cent improvement in Scientific and Administrative Staff along with overall improvement of 43.1 per cent in all the categories of employees during 2015-16.



Improvement in Capacity Building of ICAR Employees since Creation of HRM Unit (Based on information of 109 Institutes/ICAR HQs)

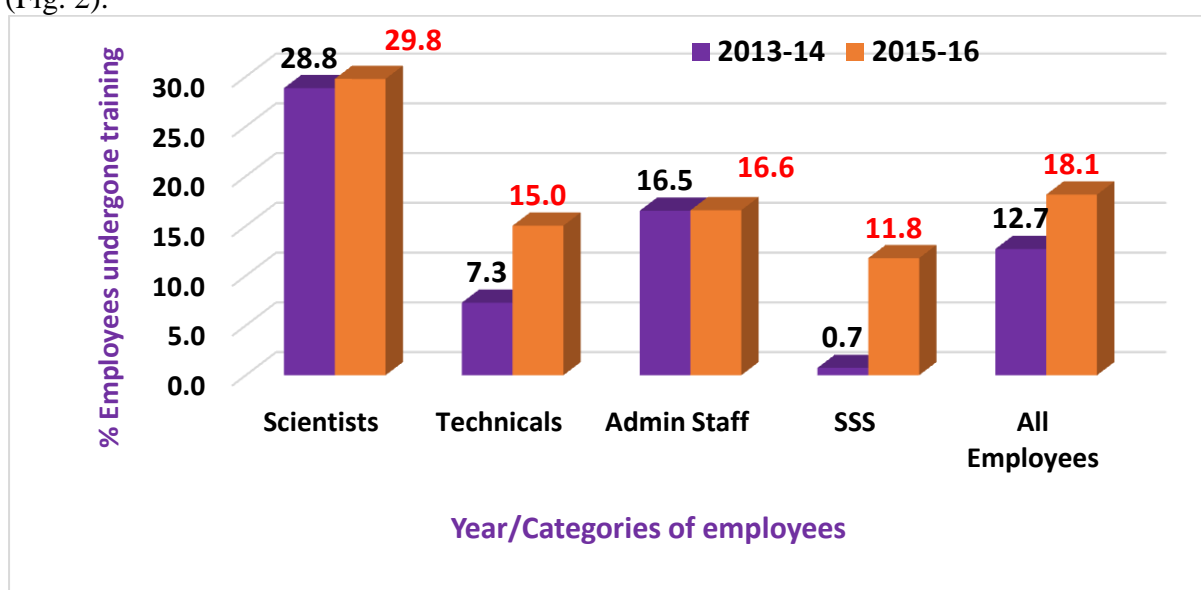
During 2015-16, Crop Science Division deputed highest number of Scientists (379) and Technical staff (197) while highest number of Administrative staff was deputed by ICAR HQs (124) for various capacity building programmes. On the other hand, Fisheries Science Division trained highest number of SSS (193) at its various Institutes. Overall, maximum number of employees were trained in Crop Science Division (775) followed by Horticulture Division (580) out of 3446 employees trained in the ICAR system.

Table 1: SMD-wise number of employees undergone training during 2015-16

SMDs	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
NRM	236	158	77	93	564	30.4	18.8	15.3	11.7	19.3
Education	42	18	29	23	112	72.4	32.7	52.7	59.0	54.1
Ag. 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
Ag. 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
Total	1438	763	608	637	3446	29.8	15.0	16.6	11.8	18.1

Scientists (29.8%), Technical (15.0%), Administrative including Finance (16.6%) 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 per cent of Technical and Skilled Supporting Staff, respectively undergone more trainings during 2015-16 as compared to 2013-14 with overall improvement of 5.4 per cent in capacity building of all the categories of employees (Fig. 2).



**Fig.2: Per Cent Employees Undergone Training
(Based on information of 109 Institutes/ICAR HQs)**

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

During 2015-16, the training programmes organised for Scientists, Technical, Administrative including Finance, and Skilled Supporting Staff were 323, 101, 75 and 62, respectively. Compared to 2013-14, ICAR-Institutes organized 8.8, 50.7, 8.7 and 1140.0 per cent more training programmes for Scientists, Technical, Administrative and Skilled Supporting Staff, respectively with overall 28.1 per cent more training programmes were organised during 2015-16.

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

Table 2: Number of Trainings organized by various SMDs during 2015-16

SMDs	Scientists	Technical	Administrative	SSS	All Employees
Crop Science	81	42	18	29	170
Hort Science	25	09	08	09	51
NRM	45	11	04	03	63
Education	42	07	02	04	55
Ag. Engineering	32	09	18	01	60
Animal Science	59	08	05	09	81
Fisheries Science	24	08	05	07	44
Ag. Extension	11	03	00	00	14
ICAR HQs	04	04	15	00	23
Total	323	101	75	62	561

Overview

All 108 ICAR-Institutes nominated HRD Nodal Officer for effective implementation of training functions in the Institute. Complete training details of about 2710 (54.5%) Scientists, 585 (10.5%) Technical, 443 (11.5%) Administrative staff and 73 (1.3%) SSS are available in the ERP system. Identified 128 training areas for Scientists, 87 for Technical, 49 for Administrative and 36 for Skilled Supporting Staff for training and to develop new programmes with the help of competent Institutes. A total 86 Institutes/ICAR HQs developed the ATP for their Scientists, Technical and Admin. Staff for 2015-16. Six 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. First time weekly (one-hour one-day/week) in-house trainings for administrative staff of ICAR HQs were initiated without any financial liability. About 107 Section Officers and Assistants participated. First time initiated designing and development of 60 new training programmes by 16 leading and competent ICAR-Institutes for Technical Staff of ICAR. First time initiated designing and development of a new training programme “Enhancing efficiency and behavioural skills” by NAARM, Hyderabad for Stenographers. During 2015-16, 1438, 763, 608 and 637 Scientists, Technical, Administrative including Finance, and Skilled Supporting Staff (SSS) were trained, respectively. Overall, 3446 employees were trained which is about 18.1 per cent of the total employees in ICAR. Compared to 2013-14, 106.2 and 1492.5 per cent improvement in number of Technical and Skilled Supporting Staff undergone training was achieved with overall improvement of 43.1 per cent in all the categories of employees during 2015-16. During 2015-16, 7.7 and 11.1 per cent of Technical and Skilled Supporting Staff, respectively undergone more trainings as compared to 2013-14 with overall improvement of 5.4 per cent in capacity building of all the categories of employees. Compared to 2013-14, ICAR-Institutes organized 8.8, 50.7, 8.7 and 1140.0 per cent more training programmes for Scientists, Technical, Administrative including Finance, and Skilled Supporting Staff, respectively with overall 28.1 per cent more training programmes were organised during 2015-16.