

20. TRAINING AND CAPACITY BUILDING

Training is the process of enhancing the knowledge, skills and capabilities of employees for performing the job efficiently and effectively, but many employers in the present era find such development opportunities expensive. Training gives the employees a greater understanding of their responsibilities within their role, and in turn builds their confidence. Keeping this in view, recently created Human Resource Management Unit at ICAR HQs promoted Systematic Approach to Training in ICAR and took several initiatives to strengthen training and capacity building of all categories of ICAR employees. Some accomplishments attained during 2016-17 are enumerated below.

Developing database of training 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. The complete training details of 3082 Scientists (57.0%), 1572 Technical (38.3%), 1400 Administrative staff (25.6%) and 961 SSS (16.3%) are now available in the system. This is a continuous activity. There would be complete database of training of all the employees of ICAR in near future.

Identification of training need areas

All Institutes identified the training areas for different categories of employees which were compiled at the ICAR HQs with the listing of 136 training areas for Scientists, 56 areas for Technical, 39 areas for Administrative and 31 areas for Skilled Supporting Staff. This has paved the way for further designing and developing the new training programmes for different categories of employees.

Development of Annual Training Plan (ATP)

The development of Annual Training Plan (ATP) based on training need assessment is necessary as per National Training Policy of GoI. A total 109 Institutes/ICAR HQs developed the ATP for all categories of employees for 2016-17 in the beginning of the year.

New training programmes for technical staff

Suitable training programmes for Technical Staff of ICAR were lacking in the system. Therefore, **41** new training programmes were designed, developed and organised by 15 leading and competent ICAR-Institutes based on identified training needs. In these training programmes, **787** technical staff participated, out of which **37%** got first time opportunity after joining ICAR service.

New training programme for regular drivers (technical grade)

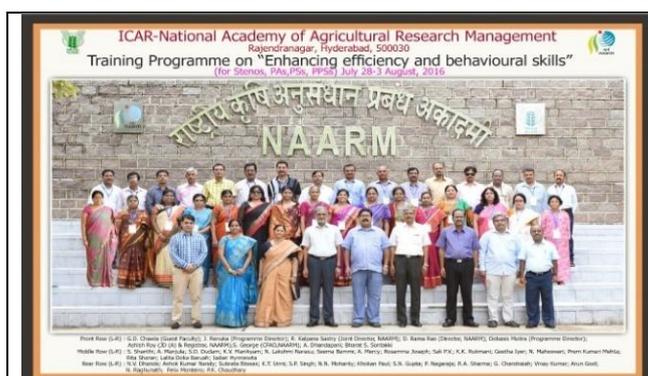
For the first time, new training programme "***Automobile Maintenance, Road Safety and Behavioural Skills***" was designed, developed and organized by CIAE, Bhopal in coordination with HRM Unit, ICAR HQs. In this programme, **37** Regular Drivers participated in 02 batches during 2016-17, out of which about **87%** got first time opportunity after joining ICAR service. The programme was very much appreciated by the Drivers and requested to continue on long term basis.



**Training of Regular Drivers at CIAE, Bhopal
(20-24 February, 2017)**

New Training Programme for Stenographers

NAARM, Hyderabad for the first time organised a new training programme “*Enhancing Efficiency and Behavioural Skills*” during 2016-17 in coordination with HRM Unit, ICAR HQs in 03 batches. In this programme, **99** stenographer in various grades participated, out of which about **63%** got training first time after joining ICAR services.



**Training of Stenographer grades at NAARM,
Hyderabad (28 July -03 Aug., 2016)**

Training and Capacity Building of Employees

During 2016-17, a total of **4,391** employees undergone various types of training and capacity building programmes, out of which scientists, technical, administrative including finance, and skilled supporting staff (SSS) were 1462, 1258, 928 and 743, respectively. Compared to 2013-14, there was considerable improvement in number of employees undergone trainings particularly in case of Administrative, Technical and Skilled Supporting Staff, where % improvement was 53.1, 240.0 and 1757.5, respectively with 5.0 % improvement in Scientific Staff along with overall improvement of **82.3 %** in all the categories of employees during 2016-17.

During 2016-17, Crop Science Division deputed highest number of scientists (295), technical staff (411) and SSS (219) while highest number of administrative staff was deputed by ICAR HQs (253) for various capacity building programmes. Overall, maximum number of employees were trained in Crop Science Division (1,089) followed by Animal Science Division (652), out of 4,391 employees trained in the ICAR system.

In terms of % employees trained under each category, scientists (29.4%), technical (24.8%), administrative including finance (26.1%) and skilled supporting staff (14.5%) were trained in various aspects as per their training needs with overall 23.4 % employees across the categories got

opportunity for capacity building during 2016-17. This is evident that 17.5, 9.6 and 13.8 % more technical, administrative including finance and skilled supporting staff, respectively got training opportunities during 2016-17 as compared to 2013-14 with overall improvement of 10.7 % in capacity building of all the categories of employees.

Based on number of Institutes among the larger Divisions of ICAR, maximum percentage of employees undergone training and capacity building programmes in Horticultural Science (22.8) followed by Crop Science Division (20.8). In comparison to cadre strength, Education Division deputed the highest number of scientists, technical and administrative staff with overall average of 45.2 %.

During 2016-17, the training programmes organised for scientists, technical, administrative including finance, and skilled supporting staff were 241, 145, 40 and 86, respectively. Compared to 2013-14, ICAR-Institutes organized 116.4 and 1620.0 % more training programmes for technical and skilled supporting staff, respectively with overall 16.9 % more training programmes were organised during 2016-17.



Crop Science Division organised maximum number of trainings for scientists (61), technical (54), administrative (17) and skilled supporting staff (43) with overall maximum number of trainings (175) during 2016-17 for all the categories of staff.

Overview

ICAR is perusing the Systematic Approach to Training and Capacity Building of all categories of employees since 2014. The complete training details of 3082 Scientists (57.0%), 1572 Technical (38.3%), 1400 Administrative staff (25.6%) and 961 SSS (16.3%) are now available in the system. Identified and updated 136 training need areas for Scientists, 56 for Technical, 39 for Administrative and 31 for Skilled Supporting Staff for training and to develop new programmes with the help of competent ICAR-Institutes during 2016-17. A total 109 Institutes/ICAR HQs developed the ATP for their Scientists, Technical, Admin. Staff and Skilled Supporting Staff. During 2016-17, 41 New Training Programmes were organised by 15 leading and competent ICAR-Institutes for Technical staff, in which 781 technical staff participated, out of which 37% got first time opportunity after joining ICAR service. First time a new training programme “Enhancing Efficiency and Behavioural Skills” was organised by NAARM, Hyderabad for Stenographers, in which 99 stenographers in various grades participated, out of which about 63% got training first time after joining ICAR

services. First time a new training programme “Automobile maintenance, Road Safety and Behavioral Skills” was designed, developed and organized by CIAE, Bhopal in 2 batches, in which 37 Regular Drivers participated, out of which about 87% got first time opportunity after joining ICAR service. During 2016-17, 1462, 1258, 928 and 743 Scientists, Technical, Administrative including Finance, and Skilled Supporting Staff (SSS) were trained, respectively. Overall, 4391 employees were trained which is about 23.4 per cent of the total employees in ICAR. Compared to 2013-14, 53.1, 240.0 and 1757.5 per cent more number of Administrative, Technical and Skilled Supporting Staff undergone training with overall improvement of 82.3 per cent in all the categories of employees during 2016-17. As compared to 2013-14, 17.5, 9.6 and 13.8 per cent more Technical, Administrative including finance and Skilled Supporting Staff, respectively undergone trainings during 2016-17 with overall improvement of 23.4 per cent in capacity building of all the categories of employees. Compared to 2013-14, ICAR-Institutes organized 116.4 and 1620.0 per cent more training programmes for Technical and Skilled Supporting Staff, respectively with overall 16.9 per cent more training programmes were organised during 2016-17.