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| **1** | **PURPOSE** | | To describe the methods and responsibilities adopted for   * Assessing Skill Requirements & Developing Skills of employees * Assessing training effectiveness |
| **2** | **SCOPE** | | This process is applicable for all ACMA personnel |
| **3** | **RESPONSIBILITY** | | * All HoDs at ACMA\* to identify skill gaps and training needs * Team Leader – HR to facilitate training at HO and Regional Secretaries / HCP for ACT to facilitate training at their respective offices |
| **4** | **PROCESS BOUNDARIES** | | |
|  | **Starts with:**  **Ends with** : | Identifying skills sets of employees and those required by ACMA  Assessment of training effectiveness | |

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| **5** | **PROCESS INPUTS / OUTPUTS & INTERFACES :** | As shown in Flow chart |

**a) Process Inputs:**

* Inputs from HoDs about the skill sets of employees based on Competency Index
* Training Needs Identification
* Information on Faculty / Institutes ( based on In house or external training)

\* ACMA includes Regional Offices and ACT Division.

b) **Process Flow-Chart:**

Send Competency Index Format to all concerned

***c)* Process Outputs:**

Obtain immediate feedback post conclusion of assignment / Event

Prepare Training Calendar

(Circulate to all concerned)

Conduct Training Programs & Obtain Immediate Feedback

HoDs to nominate colleagues for training programs

Return filled up Competency Index Form in consultation with the employee

Assign ‘On the Job Training’ under the Immediate Superior / HoDs

Prepare Competency Development Program for Employees who require On-the-Job-Training OJT), if required

If Yes

If No

Is training /

OJT effective?

Obtain Feedback from HoDs after 3 months to 6 months to evaluate effectiveness

Collate competencies ratings and carry out Gap Analysis

Identify Training Needs based on skill gaps and additional Inputs by *DG*

(Training not required in case rating is 3 & 4)

* Training Calendar
* Conduct of training programmes
* Feedback from Trainees
* Training Effectiveness

1. **Interface with other Processes:** 
   * All Processes

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| **6** | **KEY ACTIVITIES** | | | |
| **S. No.** | **Key Activities** | **Responsibility** | **Reference Document** | **Time Norms** |
| 1 | Send Competency Index format to all Concerned to obtain ratings of their team members | Team Leader HR | Competency Index Format | First week of January |
| 2. | HoDs, RS, HCP for ACT to return filled up Competency Index Format | HoDs, RS and HCP for ACT | Competency Index Format | End of January |
| 3. | Collate the data and identify skill gaps | Team Leader HR for ACMA & HCP for ACT | Filled up Competency Index formats | 15 days from the date of receipt of filled up Competency Index Format. |
| 4. | Identify Training Needs based on skill gaps & additional inputs from *DG* (Training not required in case rating is 3 & 4) | HO: Team Leader - HR + *DG* ROs: RS + Team Leader – HR + *DG*  ACT: HCP | Skill Matrix | 30 days from the date of receipt filled up Competency Index Format. |
| 5. | Prepare Training Calendar | HO: Team Leader – HR ROs: RSACT: HCP | Training Calendar | Post Discussions with *DG* |

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| 6. | Inform all concerned about the Training Calendar | HO: Team Leader - HRROs: RSACT: HCP |  | Post discussion with *DG* |
| 7. | Conduct Training ProgrammesAssign On-the-Job (OJT) Training under the Immediate Superior / HoDs | HO: Team Leader - HRROs: RS ACT: HCP Concerned Immediate Superior / HoDs (OJT) |  | HO: Training date can be decided in consultation with *DG* & HoDs. However at least 10 days advance intimation be given to all concerned  ROs & ACT: As per their training calendar  For OJT, as appropriate |
| 8. | Obtain immediate feedback for both Class Room training and OJT \*\* \*\* ROs to share feedback forms with HR at HO | HO: Team Leader - HRROs: RS ACT: HCP Concerned Immediate Superior / HoDs | *PM\_11\_F1*  *ACT- Test paper scores- Pre & Post training for both Class Room training and OJT for ACT cluster related functional skills only (then F1 & F2 form is not required for these trainings)* | Post conclusion of the Training  For OJT, post conclusion of the assignment / event \*\* within 4 days of the date of training |
| 9. | Obtain feedback from HoDs to evaluate effectiveness | Team Leader – HR & concerned HoDs | *PM\_11\_F2* | From 3 months to 6 months from the completion of Training / OJT |

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| **7** | **PROCESS MEASURES :** |
|  | * Percentage of Trainees who achieved the desired competency level, as per plan * Percentage of Training conducted as per the Training Calendar |

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| **8.1** | **SERVICE MONITORING AND MEASUREMENT** | | | |
| **S.No.** | **Output** | **Parameter** | **Acceptance Criteria** | **Responsibility for Control** |
|  | Effectiveness of Training | Achievement of Level 3 & 4 | As per Target Decided | HoDs |

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| **8.2** | **PROCESS MONITORING AND MEASUREMENT** | | | |
| **S.No.** | **Parameter** | **Source** | **Frequency** | **Responsibility for Control** |
|  | Receipt of Competency Index Formats from HoDs for Completeness | Skill Matrix | Yearly (End of January) | HoDs |
|  | Review of compliance to Training Calendar All identified Class Rooms Training / OJT (60%) | Attendance Sheet | Half-Yearly (October & March) | Team Leader – HR |

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| **9** | **CORRECTIVE & PREVENTIVE ACTION** : | If the planned results are not achieved as per the defined process, then the concerned responsible Official in consultation with *DG* to take suitable corrective actions as per procedures for corrective and preventive action. |

**10. References:**

**a) Format:**

* [Feedback on Internal Training: PM11\_F1\_](https://www.acma.in/uploads/isodocmanager/PM_11_F1_Feedback-Form_Internal_Training.doc)
* [Feedback on Effectiveness of Training: PM11\_F2](https://www.acma.in/uploads/isodocmanager/PM_11_F2_Effectiveness_of_Training.docx)
* [Competency Index – Functional: PM11\_F3](https://www.acma.in/uploads/isodocmanager/PM_11_F3_Competency_Index_for_Executives.xls)
* [Competency Index – Functional (Finance): PM11\_F4](https://www.acma.in/uploads/isodocmanager/PM_11_F4_Competency_Index_for_Finance_Executives.xls)
* [Competency Index – Functional (ACT Counselors): PM11\_F5](https://www.acma.in/uploads/isodocmanager/PM_11_F5_Competency_Index_for_Counsellors.xlsx)
* [Competency Index - Behavioral: PM11\_F6](https://www.acma.in/uploads/isodocmanager/PM_11_F6_Behaviourial_Competencies.xls)
* [*Appraisal Form\_Executives: PM11\_F7*](https://www.acma.in/uploads/isodocmanager/PM_11_F7_Format_for_Appraisal_Executives.xlsx)
* [Appraisal Form\_Non-Executives: PM11\_F8](https://www.acma.in/uploads/isodocmanager/PM_11_F8_Format_for_Appraisal_Non_Executives.doc)