Appendix
Esteemed Sir/Madam

I, Shamima Kamili, a Ph.D Scholar of the Department of Commerce, University of Kashmir, Srinagar is interested in eliciting some specific information from you pertaining to the Effectiveness of training and Development in your organisation. Your kind response and cooperation will definitively help me as a researcher to arrive at the correct conclusions and complete my doctoral work.

The idea of gathering this information is of purely academic in nature and will remain confidential. I, therefore request you to please spare few minutes of your time to fill up this questionnaire and help in the noble cause of the researcher.

Thanking you in anticipation.

Shamima Kamili
Ph.D Scholar
Dated:_________
Part A

Indicate the extent you are satisfied with the following items in your organization using five point scale given below:

<table>
<thead>
<tr>
<th>1</th>
<th>not at all satisfied</th>
<th>2</th>
<th>a little satisfied</th>
<th>3</th>
<th>somewhat satisfied</th>
<th>4</th>
<th>true to a large satisfied</th>
<th>5</th>
<th>very satisfied</th>
</tr>
</thead>
</table>

**Training Policy**

1. The training policy of the Bank is well designed and based on consultations with all concerned.

2. The personnel policies of the bank facilitate employee development.

3. The banks top managers see Training and Development as an important way of helping the bank to achieve its mission.

**Top Managements attitude towards training**

4. The top management of the Bank strongly supports the development of new skills and knowledge among all levels of employees.

5. The top management is willing to invest a considerable part of their time and other resources to ensure the development of employees.

6. Even during budget cuts, the banks top management do all they can, to preserve T&D opportunities for their employees.

7. There is adequate emphasis on developing managerial capabilities of the management staff through training.

8. Training of workers is given due importance in the organization.
9. The organization's top management shows commitment to training and development by spending time promoting and delivering it.

Training Needs Analysis

10 Employees are sponsored for training programmers on the basis of carefully identified developmental needs.

11 Employees in the organization participate in determining the training they need.

12 Employees sponsored for training go with a clear understanding of the skills and knowledge they are expected to acquire from the training.
Part B

Indicate the extent you are satisfied with the following items in your organization using five point scale given below

<table>
<thead>
<tr>
<th></th>
<th>1 Not at all</th>
<th>2 Minimal</th>
<th>3 Moderate</th>
<th>4 Large</th>
<th>5 Very Large</th>
</tr>
</thead>
</table>

**TRAINER**

13 Trainer specifies the goals of training at the beginning of each training session.

14 Trainees are taught how to identify mistakes they commit/made.

15 Trainer taught trainees how to check their own work to make sure that things go right.

16 The Trainer gave trainees a lot of different problems to work on.

17 The Trainer motivated the trainees about the need to practice if they had to keep their skills at a high level.

18 During training the instructor kept making use of new skills and ways to deal with different problems.

19 During training you practiced whatever you learnt.

**WORKING ENVIRONMENT AND FACILITIES**

20 The environment that you were trained in was very similar to the location you work in.

21 Audio-visual facility

22 Adequacy of space

23 Cleanliness

24 Refreshments

25 Transport facility
26 Proper ventilation
27 Seating arrangement
28 Lighting
29 Heating
30 Canteen facility
31 Library facility
32 Availability of short breaks
33 Attitude of the staff
34 Location of the training place

<table>
<thead>
<tr>
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<th>4 Large</th>
<th>5 Very Large</th>
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</thead>
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METHODS
35 Induction method / Orientation.
36 Job rotation
37 Lecture
38 Group Discussion
39 Role playing
40 Case study
41 Computer software
42 Computer based self instruction
43 Simulation
44 Conferences
45 Seminars

ACCOUNTABILITY & REWARD

46 You are held accountable for using what you have learned in their T&D activities
47 Managers are held accountable for following up and encouraging their employees to apply what they have learned through their T&D activities.

48 T&D activities provide learning that is practical for use on the job.

49 Bank managers personally provide T&D for their employees, on the job, and act as informal coaches.

50 T&D give you an opportunity to learn the skills and behavior that can help you to get rewarded and promoted.

51 Training is provided as an incentive for increased work performance.
Part-C

Indicate the extent you are satisfied with the following items in your organization using five point scale given below.

<table>
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<th>4</th>
<th>5</th>
</tr>
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<tbody>
<tr>
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This question asks you about the training and development experience you have had with these learning areas. For each area, please respond to question A and B, using five point scale given below.

A) After receiving the training, to what extent you were able to practice the required skills on the job?

B) After practicing the learned skills, to what extent you found them useful?

<table>
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</tr>
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**LEARNING AREAS**

**TECHNICAL SKILLS**

- Technical competence specific to your job
- Computer utilization.
- Use of other office equipments.

**HUMAN SKILLS**

- Personal development.
- Team building.
- Motivating others.
Flexibility.
Managing others performance.
Empowering others and delegating.

CONCEPTUAL SKILLS:
Analytical ability.
Problem solving.
Decision making.
Decisiveness.
✓ Any suggestion/observation that could go towards improving training and development in your organisation. (Kindly mention additional points on the overleaf of the front page).

GENDER
1. Male 2. Female

Qualifications

Age Group: 25-30 ................. 30 -35 ............. 45-50 ................. 55-60 .................

Managerial ............. Non-Managerial ............. Length of service .................

Approximate No. of training programmes attended so far:

a) Within the bank's own training institutes

b) External training institutes
   - Name of the Bank
   - Name of the Branch
   - Name of the State
STATE BANK OF INDIA
STAFF TRAINING CENTRE
JAMMU

POST TRAINING EVALUATION PROGRAMME

QUESTIONNAIRE FOR CONTROLLERS

NAME OF PARTICIPANTS:........................................................................................................

BRANCH / OFFICE ............................................................................................................

1. At the time of deputation the trainee was
posted as field officer/........................................ since..............................

2. To what extent the training has
improved his knowledge/skills
a) To a large extent
b) To a considerable extent
c) To some extent
d) Not at all

3. List the area where you feel that
his knowledge/skills are still
inadequate
a)

3. What steps do you suggest to overcome these deficit areas

5. Any other comments/suggestions regarding the above training programme.

Signature
(Name & Desig.)

Please send to:
O P Kakroo,
Manager (Trg)
State Bank of India,
Staff Training Centre, Jammu
Name of the Participant ................................................................................................

Branch/Office ................................................................................................................

1. At the time of training you were posted as ...........................................................
   since ........................................

2. To what extent the training has improved your knowledge/skills.
   a) To a large extent
   b) To a considerable extent
   c) To some extent
   d) Not at all

3. List the area where you feel that your knowledge/skills are still inadequate.
   a)
   b)
   c)

4. What steps do you suggest to overcome these deficit areas?

5. To what extent the programme helped you in developing/managing human/other resources at your command.
   a) To large extent
   b) To a considerable extent
   c) To some extent
   d) Not at all

6. What is the present rating of the branch and when the next inspection is due.
7. (i) Please comment upon the use of training aids:

<table>
<thead>
<tr>
<th>Training aids</th>
<th>Excessive</th>
<th>Adequate</th>
<th>Inadequate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Lecture system</td>
<td></td>
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<td></td>
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<tr>
<td>2. Use of transparency</td>
<td></td>
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<td></td>
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<tr>
<td>3. Case studies</td>
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<td></td>
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<tr>
<td>4. Exercises</td>
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<tr>
<td>5. Questionnaire</td>
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<tr>
<td>6. Role plays</td>
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<tr>
<td>7. Quiz</td>
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</tbody>
</table>

8. Which of the above method you feel should be used more and in which subject, to increase effectiveness:

9. Please list out vital statistics of your branch as at the end of ............................
   Avg business per employee : 
   Net profit per employee : 
   GRR : 
   Expenses ratio : 
   NPA/Total advance : 

   Signature

Please return the questionnaire to:

O P Kakroo,
Manager (Trg)
State Bank of India,
Staff Training Centre, Jammu