ANALYSIS OF TRAINING INITIATIVES

Any organization, which intends to efficiently and effectively carry out training, must undertake certain initiatives in systematic manner. These initiatives are nothing but certain set of well-defined activities.

If we look at the leadership model of training, as suggested earlier, it clearly spells out few set of activities that form the part of its training leadership dimension, process dimension, resultant dimension, measuring initiative dimension. The sub activities of each dimension are capable of generating impact if carried out in a proper fashion. Each of these activities is important in themselves in one-way or the other.

The ten such initiatives have been identified as follows:

01. Training Need Identification
02. Departmental Training Plans & Objectives
03. Development of course & inputs
04. Selection of Trainers
05. Identification and Selection of Venue
06. Pre-training counselling
07. Post–training Interview / Feedback
08. Post- training Evaluation of Training
09. Post- training on –the- job Evaluation
10. Identification of Gaps

Taking the above said parameters in to account. It was felt necessary to conduct a survey in order to ascertain the state of these activities in BHEL, Jhansi. This survey was designed to ascertain the existing level as well as the desired level of these activities from the respondents.
If an organization has a concern for these activities and desires to carry out any of the aforesaid activity effectively, then, few points are a must to be observed by all concerned people with regard to each of the above activity. This statement itself spells out what is to be followed or needs to be done. However, briefly, the following are a must:

1. All concerned should consider the activity as relevant and important.
2. The goals and objective of the activity must be clear to all concerned.
3. There should be the involvement and participation of people in carrying out the activity.
4. Organization must invest time and resources in the activity.

The questionnaire was designed (copy enclosed as annexure to this thesis) based on the above hypothesis. The questionnaire not only attempted to capture the state of the activity at “Actual Level” but also attempted to capture the state of the activity on each of the above dimension at “Desired level” too. This enabled to even highlight the difference between desired and actual state.

Further it is attempted to analyse the responses and determine the activities in order of priority and suggest the same for implementation in each of the groups/levels so analysed.

I. Group-wise or Function-wise Analysis

1. Commercial Group
2. Engineering Group
3. Production Group
4. Services Group

II. Level-wise or Cadre-wise Analysis

1. Junior Management cadre
2. Middle Management cadre
3. Senior Management cadre

III. Overall Analysis or Organization-wise
Each of the above is followed by brief summary of observations indicating the activities of emphasis and dimensions of emphasis. Finally, overall analysis is followed by the observation that may be applicable at the organizational level to start with.

**GROUP – WISE ANALYSIS**

The core activity of BHEL, Jhansi is manufacturing or production. It primarily manufactures Transformers, Locomotives and Bus Ducts. However, apart from this many tertiary activities too are carried out for effective functioning.

In BHEL, Jhansi there are numerous departments performing various, functions. At present in BHEL, Jhansi there is no separate industrial marketing department. However, in order to regulate the commercial activities pertaining to customer, sales, cash collection etc., there are three major categories of Commercial Functions. These pertain to Transformer, Locomotive and Bus Duct Commercial. All these functions are together clubbed under the category of "Commercial Group" for study purposes.

Engineering is one of the major activities pertaining to design of the product that are manufactured in BHEL, Jhansi. Three separate design departments exist for transformer, locomotives and bus ducts separately. These departments perform highly specialized and technical activities. All the engineering departments of the three groups are therefore categorized under one group that is "Engineering Group" for study purposes.

Broadly speaking, the production related departments are Production, Quality, Production Planning and Control and Shop Production Control. These functions directly cater to the shop requirements. As such these functions have been clubbed together under one head of "Production Group" for study purpose.

The services functions include Maintenance, Civil, Town Administration, Medical, Human Resource, Communication & Public Relations, Materials Management and Finance, Technology. The functions are staff functions and tertiary functions. They primarily help the core functions in
skilful discharging of duties. As such these functions have been together clubbed under the "Service Group" category.

Thus the broad groups for study of initiatives (issues) are as follows:

- Commercial Group
- Engineering Group
- Production Group
- Services Group

Keeping in view the above, Group-wise analysis has been done to gather the views and perceptions of that specific group. This will enable to systematically identify and prioritize the activities and dimensions where emphasis is to be laid. Each activity and dimensions has been accordingly studied in the ensuing chapter.
ANALYSIS OF COMMERCIAL GROUP

1. **Departmental Training Plans and Objectives (Ref Graph: DA.GRP.COM.IDTP.0001)**

**Desired Level**

As can be seen from the graph that executives of Commercial group have expressed high desire for time and resources to be deployed for this activity (96%) and have further emphasized on the need for laid down procedure in this regard (92%) and also laid stress that more clarity should be brought amongst employees regarding goals and objectives of the activity of Departmental Plans and Objectives as they feel that this is not given importance.

**Actual Level**

At actual level it can be observed that in Commercial group people have felt that a laid down procedure does not exist in an elaborate form (42%), and needs to be improved. People, at actual
level, have very less clarity about the goals and objectives of the aforesaid activity. Only 46% of the respondents feel that actually there is clarity whereas 54% do not.

**Variation in Desired and Actual**

The overall emphasis average at desired level is 87.6 which is quite high and exhibits a desire for this activity. As it is evident from the graph itself that the highest gap between desired and actual state exists on need for a laid down procedure (50%) and need for clarity of goals and objectives of this activity amongst employees (46%). These two dimension need emphasis and improvement. As it is evident from the graph that overall a very high emphasis is laid down at desired level on all the dimensions of the activity and people have a high desire for Departmental Training Plans and Objectives. The overall variance average of this activity is 41.2% which is high (desired 87.6 less actual 48.4)

2. **Training Need Identification (Ref Graph: DA.GRP.COM.2TNI.0002)**

**Desired Level**

As it can be observed from the graph that at desired level there is a strong feeling that this activity must exist. As high as 91% of the respondents have expressed their desires for this activity. If we observe the dimensions individually than we can see that there is a very high need for a laid down procedure in this regard. 100% of the respondents feel the need for laid down procedure. Thus, It can be inferred that people lay high emphasis on a formal laid down procedure in this regard They further consider it as a highly relevant activity and realize its importance for the organization. A very high percent (96%) of respondents desire so. People feel that time and resources must be spent on this activity to a great extent and thus it can be seen that 92% of the respondents have desired this.
Development & Preparation of Course & Inputs

Selection of Trainers
**Actual Level**

It can be seen from the graph that at actual level 53% of the respondents have felt that there is a perception amongst people about the actual state of the activity. At actual level only 46% executives of the respondents are of the opinion that there is some laid down procedure in the department or department follows some procedure and people’s participation is actually sought. Only 54% feel that some time and resource is actually, spent on this activity in some way or the other and people have clarity about the goals of this activity.

**Variation in Desired and Actual**

The overall emphasis at desired state is at 90% average which is very high level of emphasis for this activity. A high gap (54%) exists on the need for a laid down procedure and therefore thrust must be laid on this. Further, time and resources must be invested in activity of training need identification as suggested by a gap of 38% which is the second highest gap. It can be further observed that the overall variance average is 37.4% (90- 52.6=37.4) which needs to be bridged with proper emphasis on laid down procedure etc.

3. **Development and Preparation of Course and Inputs (Ref Graph: DA_GRP_COM_3DCI_0003)**

**Desired Level**

As can be seen from the graph that this activity is another activity where high emphasis has been laid by respondents of Commercial group. As high as 85.2% of the respondents have desired this activity. Specifically we can see that people desire that his activity should be considered as a relevant activity. A very high majority of 92% of the respondents have desired so. Respondents have also expressed a very high desire for the dimension of laid down procedure for this activity. A very high majority of 92% of the respondents have desired so, and, thus this has resulted in a very high weight age for this dimension.

**Actual Level**
The overall opinion of actual existence of this activity is quite low. Only 42% of the respondents have the perception about the actual state of this activity. Respondents feel that at actual level there is a very low participation of people in development and preparation of course (38%) which must be increased. They also feel that very less time and resources are spent on this activity which is quite important. Only 38% of the respondents have the perception about the actual state of the dimension of time and resources.

**Variation of Desired and Actual Level**

Overall there is a variation on each and every dimension of the activity and gap exists on all dimensions. The variance between desired and actual is of $(85.2-42.4=42.8) 42.4$ which is quite high However, it can be observed that considerable gap exists on the need for a laid down procedure in this regard (46%) Gap also exists on the dimension of its relevance. Hence it can be deduced that some action must be initiated to generate awareness as to the relevance of the activity and also thrust should be laid on establishing a laid down procedure which can serve as a guiding factor and also strengthen the activity.
4. **Selection of Trainers (Ref. Graph : DA.GRP.COM.4SOT.0004)**

**Desired Level**
As can be observed from the graph that the overall average emphasis for this activity at desired level is 74.2% which is a moderate level of emphasis at desired level. A majority of respondents have preferred this activity. However as far as individual dimensions are concerned, a very high majority of 92% of the respondents have stressed the need for laid down procedure for this activity. Thus the emphasis is preferred for this dimension; also a very high emphasis is laid on the relevance of this activity. That is to say a very high majority of 96% of the respondents have desired so. A very low comparative emphasis has been laid on need of people participation in this activity and investing time and resources in this activity. A low of 50% of the respondents have desired for each of the activity.

**Actual Level**
The overall actual weightage for the existence of this activity is a low as 27.4% only. A very low weightage is given to need for peoples participation and investing time and resources for this
activity. Only 21% of the respondents have the perception about the actual state whereas 79% do not have.

**Variation in Desired and Actual**

The overall variation between desired and actual perception is of \((74-27=47)\). 47% individually, a very high gap of 67% exists on relevance of this activity. This gap is quite significant. A high gap of 59% also exists between desired and actual on the dimension of need for a laid down procedure. These two dimensions therefore are stressed by the respondents of the department and need attention as far as the activity of selection of Trainers are concerned.
5. **Identification and Selection of Venue (Ref Graph: DA.GRP.COM.51OV.0005)**

**Desired Level**
When we do analysis of the desired state of Identification and Selection of Venue, the overall average emphasis comes to 62.4% which is comparatively a low emphasis and not a highly desired activity. However 75% respondents feel that a laid down procedure must exist in order to effectively carry out this activity. A very low emphasis of 50% is laid on need to invest time and resources even though 75% feel that this activity is relevant.

**Actual Level**
At actual level hardly 21% of the respondents feel that the time and resources are being spent on this activity and another 21% feel that participation exist and people also are not actually clear about the goals and objective of this activity. At actual level, however 38% actually emphasize its importance.
Variation in Desired and Actual State

The gap of 46% exists between desired and actual state on a need for a laid down procedure as one can infer the area of emphasis. Secondly a gap of an average more than 30% exists on all the dimensions of this activity which is not a very high gap. However due to emphasis must be laid on a need for a laid down procedure.

6. Pre-Training Counselling to Participants (Ref Graph: DA.GRP:COM.6PTC.0006)

Desired Level

The overall weightage of the various dimensions of this activity as given by the respondents of this department is approximately 77%, which can be said to be a moderate level of desired emphasis. However, it can be seen that respondents do consider this activity as relevant and wish emphasis on it. A very high majority of 83% of the respondents have desired so. Rest on all dimensions such as need for laid down procedure, need for clarity of goals and objective of this activity, need for peoples participation and investment of time and resources have been equally desired by the majority of 75% of the respondents. This shows that people do desire that these dimensions must exist.

Actual Level

At actual level, respondents feel that there is no such elaborate laid down procedure for this activity only 21% of the respondents have perception about the actual level whereas 79% do not. In actual situation very little emphasis is laid on people’s participation and investment of time and resource for this activity. The average of 21% clearly exhibits the level of existence.

Variation in Desired and Actual State

The overall variation in the perception of respondents at desired and actual level is of (77-28=49) 49%. From the graph it can be observed that at desired level, the relevance as respondents think should be given for this activity is very high. A majority of 83% of respondents have preferred so whereas at actual level, the importance given is only 29% thereby resulting in the gap of 54%
which is quite significant. Hence proper thrust should be given to generate awareness and emphasis on this activity. A high gap of 54% also exists on the dimension of need for a laid down procedure. At desired level 75% respondents have preferred and at actual level it is 21% only. A gap of as high as 45% exists on peoples participation and investment of time and resources on this activity which is also a high gap. It can be clearly deduced that this activity has been preferred at a higher level when gap between in its two states are analyzed. The overall gap/variance average of this activity is 49% which is quite significant.

7. Post Training Interview (Ref Graph: DA.GRP.COM.7 PTI.0007)

**Desired Level**

It can be seen from the graph that a high majority of 80% of the respondents have desired this activity. Thus at desired level the average weightage of the dimension is quite high and is a high state of expectancy. The respondents of commercial group feel that the activity of Post Training Interview must exist as it will foster the integration of the learning in actual job situation. A very high level of desire is expressed as to the relevancy of this activity and 92% of the respondents have expressed so. Also the emphasis is laid on a need to have clarity of goals and objectives of Post Training Interview amongst all concerned so that they are able to clearly spell out and understand the approach. A very high majority of 83% of the respondents have expressed their desire for need of clarity of goals. Further the third highest preferred dimension in investment of time and resources for this activity so that it can be implemented meaningfully. A high of 79% of the majority of respondents have desired this dimension.

**Actual Level**

At actual level it can be seen that the average weightage as to the existence of various dimensions of this activity is 31.6% which is quite low. A majority of 69% of respondents have poor perception as to the actual existence of this activity. However comparatively to other dimensions, respondents do feel that people actually feel the importance and relevance of this activity. This is the perception of 38% of the respondents do feel that there is celerity of Goals and Objectives of this activity. However, overall the existence of the activity is at a lower level only.
Variation in Desired and Actual state
The overall gap between the desired and actual level on all the dimensions happen to be 48.4% which is a higher variation and exhibits the scope of improvement on all the dimensions. If we see from the angle of preferential thrust to be given form amongst various dimension of this activity than preference should be given to increasing the relevancy of the activity amongst employees (gap of 54%), investing time and resources in this activity are needs to be given second preference (gap of 50%) and need for clarity of goals and objectives amongst employees (gap of another 50%).

1. Post Training Evaluation of Training Program (Ref Graph DA GRP.COM.8PTE.0008)

Desired Level
It can be seen from the graph that a high majority of 80% of the respondents have desired this activity and thus the overall average weightage given on all dimensions is high which is indicative of a high preferred weightage at desired level. Within desired level highest weightage has been preferred on the relevance of this activity i.e. respondents desire that this activity is indeed very relevant. A very high majority of 92% of the respondents have desired the dimension of relevance. It has also been stressed at desired level that there should be a laid down procedure of this activity since it is very relevant. The majority of 83% of the respondents have desired so. The third highest preferred dimension in desired state is need for clarity of goals and objectives of this activity. A high majority of 79% of the respondents have laid emphasis for this dimension.
Actual level
The overall actual state of this activity on its various dimension is 40% average, it indicates that this activity does have some existence in one form or the other. However some dimension need to be looked into individually, 50% respondents feel that actually there is some clarity and awareness amongst employees as to this activity and it does exist in a specified form. However, in actual level respondents feel that peoples participation is low in this activity. Only 29% of the respondents have the perception about the dimension of people’s participation whereas 71% do not have.

**Variance in Desired and Actual Level**

The overall variance average of this activity between desired and actual is 40% and it indicates sufficient scope of improvement on various dimensions of this activity. The highest gap exists on the relevance of the activity and thus it needs stress by creating awareness amongst employees by making them realize the importance of this activity. In terms of gap respondents also feel that there is a need for people’s participation in this activity (46%).

**9. Post Training On – The Job Evaluation of Training (Ref Graph DA.GRP.COM.9PTO.0009)**

**Desired Level**

It can be seen from that graph mentioned above that overall desired majority of 80% of the respondents have desired this activity. The overall weightage therefore is high and needs stress. When we look at individual dimension we will find that highest level of emphasis at desired level is given to the relevance of this activity i.e a high majority of 88% of the respondents do consider this activity as relevant. Secondly, the respondents have stressed for need for clarity of goals where a majority of 83% of the respondents have laid stress and preferred this dimension and this also indicated a high preference. Further the third highest dimension is peoples participation i.e it is felt that for this activity participation of people should be there. A high of 79% of the respondents desire this dimension.

**Actual Level**

The overall weightage of this activity at actual level is low. Only 29% of the respondents have the perception of the actual state of this activity, which is quite a low indicator of the existence of
the dimensions of this activity. It is to say that this activity do exist in some form or other, however, no proper procedure, people’s participation, resources etc. are invested in this activity. It can be seen that low perception exists about the actual state of the dimension of laid down procedure. Only 25% of the respondents have the perception of the actual status whereas 75% do not have. This therefore needs to be looked into. Even the perception about the actual state of other dimensions such as relevance of activity, people’s participation and relevance of this activity is very low. Only 29% of the respondents have some perception about the actual state and 71% do not have.

**Variation in Desired and Actual state**

The overall variation as regard to the activity, in desired and actual comes to 51% which is a very high state of variation and needs to be looked into. It can be seen that respondents emphasize that proper weightage should be given to this activity and should be considered as one of the important activity. However in actual state the situation is reverse only 29% people actually give weightage. Here a substantial difference of 59% exists (88-29). Secondly it was felt that more efforts are required to bring clarity of goals and objectives amongst employees. The variation is of 50% which is quite high. Even peoples participation is stressed the variation is of 50% (79-29). Thus overall, this activity is relevant from point of view of getting proper attention.

10. Identification of Gaps (Ref Graph: DA.GRP.COM.10IOG.0010)

**Desired Level**

At desired level it can be clearly seen that there is a very high emphasis on having this activity. As high as 85% of the respondents have desired the activity of identification of Gaps. Hence overall it can be said that the activity of Identifying Gaps occupy a important position. Specifically, the respondents have laid great importance to this activity and as high as 95% of the respondents have desired so. They consider that this activity is of relevance for the organization. Secondly they have emphasized that there should be a clear cut laid down procedure for this activity which should be followed. Very high percent (88%) of the respondents have desired so. It is also felt that in identifying gaps of training there should be adequate participation of people
at all levels. The weightage is quite high as 83% of the respondents have preferred this dimension.

Further it is also felt and desired by respondents that sufficient time and resources must be invested by the people and organization in this activity. As high as 83% of the respondents have preferred. All these factors and dimensions if enhanced will help in identifying the gaps properly and will enable to identify and establish proper course of action.

**Actual level**

At actual level mere 32% of the respondents have the perception about the existence of this activity. There is quite less emphasis on all its dimensions in actual state. It is also indicative of bringing about major changes in the system.

**Variation in Desired and Actual**

It can be seen from the graphical representation that a very high gap of 53% exists between desired and actual state. This is indicative of a major thrust on this activity by people and organization together. Specifically speaking a very high gap of 63% exists between the desired and actual state of relevance of this activity. A very high gap of 55% exists on a need for a clear cut laid down procedure for this activity. It has been also strongly emphasized for investing time and resources for this activity and also it can be deduced early that respondents desire people participation in this activity as such the entire variation is matter of concern for all.
SUMMARY OF COMMERCIAL GROUP (Activity Wise)
(No.: DA.GRP.COM.SUM01.0011)

SUMMARY OF COMMERCIAL GROUP (Dimension Wise)
(No.: DA.GRP.COM.SUM02.0012)

SUMMARY OF COMMERCIAL GROUP

Now let us examine the graph no DA.GRP.COM.SUM.0011 on which all the ten activities are appearing at the same time. This graph also enables us to have a comparative view of all the ten
activities as they are preferred by the respondents. We can clearly infer that out of the ten activities pertaining to Training the highest emphasis at desired level is laid on the activity of Training Need Identification. A high majority of 90% of the respondents have desired so. This high weightage shows that this activity is highly preferred. Secondly, the activity of Departmental Training Plans and Objectives have been emphasized a high majority of 87.5 % of the respondents have desired this activity. This is also a very high preferred another activity. The third highest preferred activity amongst the ten activities is the activity of Identification of Gaps in training which has been desired by a high majority of 85% of the respondents over other activities. The activity of Development and Preparation of Course and Inputs too has been preferred with weight of 85%.

Now let us examine the dimensions that are desired by the respondents. It can be observed from graph no. DA.GRP.SUM02.0012, the highest stress has been laid on the dimensions of relevancy. A very high majority of 88% of the respondents have desired this dimension. Respondents feel that overall stress should be laid on the training activities and hence they have considered them as relevant and beneficial for individuals and organization. It is also preferred by the respondents that there is a need to have laid down procedure for proper functioning of the activities of training so that this may act as a guideline for all which can be followed meticulously. A very high percent of respondents (84%) have desired so. The respondents also feel that more clarity should be brought as regard to the goals and objectives of training activities so that due to such clarity proper direction can be developed and people should realize the value of these activities.

Hence we can develop an action plan for the following as far as Commercial Group is concerned:

**Activities of Focus**

1. Training Needs Identification
2. Departmental Training Plans and Objectives
3. Identification of Gaps in Training

**Dimensions of Focus**

1- Dimension of Relevancy
2. Need for Laid Down Procedure
3. Need for Clarity of Goals and Objectives
ANALYSIS OF ENGINEERING GROUP

1. Departmental Training Plans and Objectives (Ref Graph: DA.GRP.ENG.1DTP.0013)

**Desired Level**
As can be inferred from the graph that the executives of engineering group feel that more clarity of goals and objectives pertaining to departmental training plans and objectives need to be brought. As high as 85% desire that this dimension should be given due weightage. The executives have also desired and stressed that there is a high need for a laid down procedure for this activity. A high of 80% of the respondents feel so. The aforesaid weightage is quite a high weightage. The average desired weightage for this activity on all its 5 dimensions come to 77% which is a moderate rate of emphasis as far as the desired state is concerned.

**Actual Level**
As it can be seen from the graph that the weightage given by the executives of engineering group. And the actual status prevalent of this activity is extremely low. It is as low as 23% i.e. to say only 23% have a feel of the actual existence of the dimensions of this activity. Specifically speaking, the relevance of this activity need for a laid down procedure and need for peoples participation do not exist at a significant level and therefore need to be addressed.

**Variation in Desired and Actual**
The total variation of average on all dimensions of desired and actual state comes to 54% (77-23=54) which is quite a high variation and also indicates the need for improvement in various dimensions of the activity. This level of variance is significantly high however specifically speaking the highest variation in desired and actual level is of 60% on need for a laid down procedure where people feel that there is no formal elaborate procedure for this activity. The second highest difference is on need for people's participation and need for clarity of goals and objective which is as high as 55% on both the dimensions. People do feel that while preparing departmental training plans peoples participation must be there and there should be a clearly defined laid down procedure and further goals should be made clear to all concerned.
2. **Training Need Identification (Ref Graph: DA.GRP.ENG.2TNI.0014)**

**Desired Level**

While observing the graph, it can be clearly seen that a very high weightage has been given to this activity by the executives of engineering group. They have exhibited a very high desire for almost all the dimensions of this activity. The sum total average of all dimensions at desired level therefore comes to 81% which is quite a high preference. It is to say that a majority of respondents (as high as 81%) desire that this activity should exist. Specifically speaking the respondents desire that a very high preference and relevance should be given to this activity by all concerned (95%). Secondly they have clearly emphasized a strong desire for a laid down procedure for activity of training need identification since they stress it as an important activity. As high, as 90% desire so. They also feel that all the concerned people should be clear of the goals and objectives of this activity. A high weightage of 80% clearly indicates the emphasis.
**Actual Level**

The respondents of engineering group are highly skeptical about the existence of this activity in actual state. They are finding that at actual level the dimensions exist at a very low level i.e to say that people are hardly realizing the relevance of this activity, there is hardly any laid down procedure available and there is very little clarity of goals and objectives. They also feel that people's participation is extremely low and time and resources are hardly invested in this activity. Only 17% of the respondents have the perception about the actual state of the activity whereas 83% do not have. The overall average weightage on all the dimensions at actual level comes to 17% which is quite low. Specifically speaking at actual level a very low weightage of average 15% is given to all activities except relevancy of this activity where 17% is given.

**Variance in Desired and Actual**

The overall gap between the desired level and actual level of this activity is (81-17=64) 64% which is a very high gap. As can be seen from the graph that an extremely high gap of 75% exists between desired and actual state on the dimensions of need for laid down procedure and need for clarity of goals and objective for the activity of Training Need Identification. This gap is of significant nature and indicates that there is sufficient scope of improvement and also
indicates the dimensions where immediate steps should be taken. It is also evident from the graph that a very high gap between desired and actual state exists on other dimensions of this activity also. Thus a comprehensive approach for giving impetus and thrust on the activity of Training Need Identification is needed.

3. **Development and Preparation of Course and Inputs** *(Ref Graph DA.GRP.ENG.3DCL.0015)*

**Desired Level**
As can be inferred from the graph that the overall weightage on all the dimensions of this activity is 74% which is a moderate level of emphasis at desired level. However, on individual dimensions, if we see, we will find that executives desire that there is a high need for clarifying the goals and objectives of this activity and some initiatives must be taken in this regard. As high as 85% of the respondents feel so. The second highest preferred dimension is of having a laid down procedure in this regard. 75% of respondents opine that there is a need of it. On an average 70% people feel that there needs to be done something on explaining relevancy of this activity, there is a need for peoples participation and also some time and resources must be invested in this activity.

**Actual Level**
At actual level, the overall perception of the actual state of this activity is very low and only 22% of the respondents have the perception about the actual state of this activity whereas a majority of 78% do not have. Individually speaking only 20% of the respondents have perception as to the relevance, need for laid down procedure, investing time and resources on this activity. Such is the indicative of the poor state of the activity. The existence of these factors at such a low level constitute towards low perception of the whole activity and contributes towards a high gap exists between desired and actual state.

**Variation in Desired and Actual Level**
Significant variation exits between the perception of the respondents between desired and actual. The average variation of all the dimensions reaches over 50% which is quite high. The highest
variation of 60% exists on the need to clarify goals and objectives of this activity followed by a high of 55% on the need for a laid down procedure for the activity of Developing and preparing Course and inputs. These dimensions also indicate areas of thrust and improvement.

4. **Selection of Trainers (Ref Graph: DA.GRP.ENG.4SOT.0016)**

**Desired Level**
If we have a look at the graph, it can be seen that 59% of the respondents of engineering group have desired this activity. This level of desired state is a moderate level. 65% of the respondents do consider this activity as relevant and another 65% desire that there is a need for clarity of goals and objectives for this activity. Comparatively, other dimensions such as need for laid down procedure, peoples, participation and investing time and resources on this activity are preferred at low level of 55% only. Thus we can infer that more clarity is required on this activity.

**Actual Level**
At actual level only 14% of the respondents has perception of the respondents and the activity which is indicative of the poor state of this activity exists is extremely low as weightage comes for this activity. Specifically speaking there is hardly any people’s participation in this activity only 5% respondents feel whereas 95% do not. Only 10% weightage comes for laid down procedure and investment in time and resources. Thus very low energy is exhibited on virtually all the dimensions at actual level.

**Variation in Desired and Actual Level**
The overall variation between desired and actual level is of 45% which is a moderate variation. However, no intense need is exhibited about this activity in comparison to other activities. Even though, individually speaking, a high variation of 50% exits on need for people participation the variation on other dimensions such as relevancy, need for laid down procedure, clarity of goals and investment in time and resources exhibit an average variation of approximately 45%. It can be clearly inferred that the energy level for the need of this activity is low as for as respondents of engineering group are concerned.
5. **Identification and Selection of Venue (Re: Graph:DA.GRP.ENG.6IOV.0017)**
**Desired Level**

It can be seen from the graph that the respondent of engineering group have exhibited a very low energy level on all the dimensions of this activity as far as desired state is concerned i.e. to say that they do not feel that this activity as relevant in a higher context. An average of 48% of the respondents has expressed their desire for this activity which corresponds to a low weightage. Specifically speaking the relevancy factor and clarity of goals and objectives for this activity are moderately high. Here a majority of 60% of the respondents have desired so. Whereas a low of 35% of the respondents have expressed their need for peoples participation i.e. to say the majority respondents do not feel need of peoples participation in this activity. Even the majority of respondents do not prefer to invest time and resources for this activity. A low of 40% of the respondents desire so and a high majority of 60% do not. Thus a low weightage is assigned to this dimension.

**Actual Level**

At actual level the existence of this activity is demonstrated at an extremely low level. Only an average of 9% of the respondents has the perception of the actual status of this activity. Whereas, the majority of 91% respondents do not have this perception. This is indicative of the poor state of this activity. At actual level only 15% respondents feel it as relevant whereas 85% do not feel. Only 5% of the respondents feel that actually there is a need for clarity of goals and objectives and peoples participation in this activity. Merely 10% actually feel that there is laid down procedure and some time and resources are actually invested. Majority however is very high for extremely poor state of this activity at actual level.

**Variation in Desired and Actual Level**

The overall variation between desired and actual level for this activity is 39% (48-9). This variation of perception is quite low. Though this variation at individual level of dimensions is high on need for clarifying goals and objectives 55% (60-5), however on the other hand a low variation of perception exists on people’s participation and on the dimension of investing time
and resources. Overall it can be said that the majority of respondents do not exhibit a high preference for this activity.

6. Pre-Training Counselling to Participants (Ref Graph: DA.GRP.ENG.6PTC.0018)

**Desired Level**

It can be inferred from the graph that 57% respondents desire that this activity should exist in the organization. This is a high level of expectation since it represents the majority option. Specifically speaking, from among the five dimensions, 65% respondents have desired that this activity should be considered as a relevant activity. The second highest preferred dimension is need for clarity of goals and objectives for this activity which is preferred by 60% of the respondents. And another 55% prefer that there is a need for laid down procedure and need for peoples participation.
**Actual Level**

The overall weightage for the existence of this activity at actual level is only 8% i.e. to say only 8% respondents have the perception about the actual state of this activity whereas 92% respondents do not have. This is indicative of an extremely poor state of this activity. Only 5% respondents have actual awareness as to the clarity of goals, people’s participation and the dimension of investing time and resources rest 95% of the respondents do not have. Same is the case of the dimension of relevancy and need for laid town procedure where a majority of 85% and 90% do not experience the existence.

**Variation in Desired and Actual**

The average variation between the perception of respondents at desired and actual level is of 49% \((57-9=49\%)\) which is a significant gap. Individually speaking, the highest gap of 55% between desired and actual perception exists on clarity of goals and objectives for this activity and indicates the area of thrust. Secondly, a gap of 50% can be observed on the dimension of relevancy and this dimension also calls for thrust.

7. **Post Training Interview (Ref Graph: DA. GRP.ENG.7PTI.0019)**
** Desired Level **
As can be observed from the above numbered graph that at overall desired level only 48% of the respondents desire this activity. However remaining 52% have not given weightage to this activity. At individual level, however the highest preferred dimension is the need for having more clarity on goals and objective for this activity where 65% respondents feel that there is a need of it. Only 50% respondents feel that this activity is relevant whereas only 40% desire the need for peoples participation and investing time and resources and only 45% feel that there is a need for laid down procedure. It can be clearly inferred that that majority of respondents have not stressed the dimension of this activity which has resulted in the overall low weightage for this activity. However majority has expressed that more clarity need to be brought about on the goals and objectives of this activity than perhaps this may affect other dimensions as well when people are clear about it.

** Actual Level **
At actual level only 7% of the respondents feel and have perception about the actual status/existence of this activity whereas 93% of the respondents feel this activity do not exist in the organization. 95% respondents feel that actually this activity is not at considered relevant and as high as 90% of the respondents feel that actually there is absence of clarity of goals and objectives and there is no participation of people. Only 10% actually feel that a laid down procedure exist and at actual level time and resources are being invested.

** Variation in Desired and Actual **
As can be seen from the graph that overall there is gap of only 41% (48-7=41) between the desired and actual state of this activity which is indicative of a low emphasis since majority do not prefer this activity. Individually a significant gap of 60% exists on the dimension of need to bring about more clarity of goals and objectives of this activity. This is the only significant gap in comparison to other dimension of this activity. Thus it can be inferred that clarifying the goals and objective can enhance the understanding which in turn can contribute to other dimension as well. However on other dimensions the gap ranges from 30% to 45%.
8. Post Training Evaluation of Training Program (Ref Graph DA.GRP.ENG.8PTE.0020)

**Desired Level**
As can be seen from the graph that at desired level majority of respondents have felt that this activity should exist in the organization. A moderately high preference of 57% has been given i.e. to say 57% respondents have desired so. If we specifically observe the dimensions we will find that 70% respondents desire that this activity should be considered as relevant. This is a high weightage to this dimension. Secondly 60% of the respondents have stressed that there should be a laid down procedure in this regard and more clarity should be there about the goals and objectives of this activity.

Actual Level
At actual level it can be observed that only 8% respondents feel that this activity actually exits. Whereas as high as 92% of the respondents feel that this activity actually does not exist. This is quite a high percent. Now let us see that which of the dimensions actually contribute to such an opinion. 92% respondents feel that there is no clarity of goals and objectives in this regard and there is no people participation as well. As high weightage of the respondents feel that actually people do not consider this activity as relevant and need for a laid down procedure and investing time and resource for this activity not being done.

Variation in Desired and Actual Level
The overall variation of perception for this activity between desired and actual level is of 49% (57-8=49). A significantly high variation of perception exits on the dimension of considering this activity as relevant. The gap is as high as 60% and indicates the area of thrust. Secondly a significant gap of 55% exists on the dimension of bringing more clarity on goals and objective of this activity followed by a gap of 50% on the need for having a laid down procedure. These three dimensions indicate the thrust in order of priority and weightage.

2. Post Training On–The–Job Evaluation of Training (Ref Graph: DA.GRP.ENG.9PTO.0021)

Desired Level
It can be seen from the aforesaid numbered graph that majority of respondents have desired the activity of Post Training On –The –Job Evaluation of Training. However the percentage of such
respondents is 54% which assigns this activity a moderate high weightage. A majority of 65% respondents have felt that this activity is a relevant activity and another 65% have desired that there is a need of bringing clarity of goals and objectives of this activity. These dimensions are preferred at a moderately higher rate. However on the other hand only 40% respondents have desired that there should be people’s participation in this activity i.e. to say majority of 60% do not feel the need of people’s participation. However on dimensions such as need for laid down procedure and need for investing time and resources are preferred by 50% of the respondents.

**Actual Level**

From the response of the respondents it can be seen that very low percentage (only 8%) of respondents actually feels that this activity exits in the organization. Whereas majority of 92% respondents do not feel that the dimensions of this activity exist. A very high majority of respondents (as high as 95%) feel that there is no clarity of goals and objectives of this activity amongst people and equally high percent of respondents do not see people's participation in this activity. A very high percentage (90%) of respondents do feel that actually no one considers this activity as relevant and no laid down procedure exist in this regard and equally high percent respondents feel that actually no investment of time and resources is taking place. Thus overall, the perception of a very high percentage of respondents is very poor about the actual state of the activity of post training on-the-job evaluation of training.

**Variation in Desired and Actual**

Since the desired perception is moderately higher (54%) and perception of actual state for this activity is extremely low, there is, obviously bound to be a higher gap between desired and actual state. There is significantly a very high gap on the dimension of clarity of goals and objectives which is 60% and indicates the dimension on which stress has to be given. Secondly a very high gap of 55% can be seen on the dimension of relevancy and organization must take steps to improve the perception as regards to this activity.

3. **Identification of Gaps (Ref Graph: DA.GRP.ENG.10IOG.0022)**
**Desired Level**

It can be seen from the aforesaid graph that a majority of respondents (64%) have desired the activity of Identification of Gap. Thus we can say that a moderately high percent of respondents have desired this activity. If we look at individual dimensions of this activity than we will find that a very high percentage of respondents (80%) have desired that this activity should be considered as relevant. A high percentage (70%) of respondents have desired that there should be a laid down procedure for this activity and high % of respondents have felt that there is a need for more clarity of goals of this activity.

**Actual Level**

It is very surprising to note that none of the respondents of engineering group have felt that this activity actually exists and 100% of the respondents have felt that none of the dimensions of this activity actually exist. The overall weight age therefore is 0% thereby resulting in a very high gap.

**Variation in Desired and Actual**

Since none of the respondents have given any weightage to all the dimensions of this activity at actual level hence the gap between desired and actual has gone up to a considerably higher extent. The overall gap between desired and actual state is of 64%. An extremity high gap is exhibited on the dimension of relevancy which is as high as 80%. A very high gap of 70% exist on the need for laid down procedure and a gap of 55% on the need for clarity of goals and objectives of this activity. These therefore according to the scores of the respondents are the priorities for thrust.
SUMMARY OF ENGINEERING GROUP

If we have a close observation of graph no GRP.ENG.SUM01.DA, it can be clearly seen that the highest desired activity by the respondents of engineering group is training need identification. As high as 81% of the respondents desire this activity which is a very high weightage? They feel that this activity is important and essential for the organization. Also a very high gap of 64% between desired and actual state exists which is also indicative of the dimension of thrust. Secondly, as high as 77% of the respondents desire that the activity of preparing departmental training plans and objective. They have stressed for a need of a laid down procedure and clarity of the goals to all concerned. Thirdly 74% respondents desire the activity of developing and preparing course and inputs. They have considered it relevant and require more clarity of goals and objectives and have also stressed for a laid down procedure. A significant gap between desired and actual also exists on the activity of identification of gaps. As high as 64% gap of perception between desired and actual exist. Thus respondents of this group have preferred these activities over other activities.

If we look at graph no GRP.ENG.SUM02.DA, it is a summary representation of the weight age given by the respondents on all the five dimensions of all the ten activities at desired level. It can be clearly inferred that respondents do consider all these activities as relevant. As high as 69 % of the respondents have desire so. The respondents have clearly emphasized that they need more clarity of goals and objectives. As high as 70 % respondents have indicate this. Further, they have desired that laid down procedure in a formal way must exist. Hence these dimensions can be stressed upon.

In short the activities for stress and dimensions of stress and focus are as under for the Engineering Group:

Activities of Stress

1. Training Need Identification
2. Departmental Training Plans and Objectives
3. Developing Course and Imputes
Dimensions of Stress

1. Need for Clarity of Goals
2. Considered Relevant
3. Need for Laid Down Procedure
ANALYSIS OF PRODUCTION GROUP

1. Departmental Training Plans and Objectives (Ref Graph DA.GRP.PRO.IDPT.0025)

Desired Level
It can be seen from the aforesaid numbered graph that a very high majority of respondents have desired the activity of Departmental Training Plans and Objectives. As high as 80% of the respondents have desire this activity. Thus, a very high weightage has been assigned by the respondents. If we look at the graph and locate those dimensions of this activity which are highly stressed than we will find that a very high percent of respondents (84%) have desired that there is a need for clarity of goals and objectives of this activity. A very high percentage of respondents have desired the need for a laid down procedure and investing time and resources for this
activity. For these dimensions 81% respondents have preferred. They feel that these dimensions should be given weightage.

**Actual Level**

As can be inferred from the graph, 37% of respondents have indicated that this activity has some sort of actual existence, whereas a good majority of 63% do not feel the existence of this activity and its dimensions. As such it results in gap between desired and actual. However, if we look at the graph, we will find that a majority of 53% participants have felt that actually this activity is considered as relevant. Though on other dimensions of this activity, majority of respondents feel that there is no clarity of goals and objectives of this activity amongst people only 34% respondents feel that there is clarity. 38% of respondents feel that actually there is a laid down procedure.

**Variation in Desired and Actual Level**

It can be seen from the graph that the overall variation in perception at desired and actual level is of 43%. However, at individual level there is a high variation on the dimension of 50% on the need for clarity of goals and objectives i.e. the respondents need more data and clarity on this issue. Secondly a high gap of 47% exits on the dimension of need to invest time and resources and thirdly gap exist on the dimension of need for people’s participation which is of 47%. Thus these dimension need to be stressed for bringing about improvement in the activity.

2. **Training Need Identification (Ref Graph : DA.GRP.PRO.2TNI.0026)**

**Desired Level**

It can be seen from graph no DA.GRP.PRO.2TNI.0026 that the majority of 69% of the respondents of production group have desired this activity. This percentage is a significant percentage of respondents agreeing for this. They feel that this activity is very relevant for the functioning of organization and therefore a high majority of 78% of the respondents have felt the relevancy of the activity. They have also desired that there is a need for bringing in more clarity of goals and objectives about this activity amongst all concerned. Further 66% of the respondents desire that there should be a laid down procedure in this regard and time and resources must be invested in this activity.
Actual Level
An average of 34% of the respondents feel that actually this activity and its dimensions are given proper weight age in the organization. However a majority of 66% of the respondents are not of
this opinion. A majority of 72% of the respondents feel that actually there is no clarity of goals of this activity amongst people and another 69% feel that actually there is no laid down procedure in this regard and also no time and resources are being invested for this activity which they consider significant.

Variation in Desired and Actual
The overall variation in desired and actual level of perception of respondents is of 35% (69-34). A gap of (44%) exists on the dimension of need of clarity of goals and objectives. A gap of 35% exists on the need for a laid down procedure for the activity of training needs identification. A gap of 32% also exists on the dimension of need for people's participation and need for investing time and resources for this activity.

3. Development and Preparation of Course and Inputs (Ref Graph: DA.GRP.PRO.3DCI.0027)

Desired Level
As it can be seen from the graph, that the majority of 66% of the respondents of production group have desire this activity. They do feel that this activity is relevant in context of the organization and a majority of 69% of respondents have given it the weightage. This is a high percent. Simultaneously, a high majority of the respondents desire that there should be people’s participation in developing and preparing course inputs since they are the subjects of concern and can better suggest the inputs. A high percent of respondents also desire that there should be a laid down procedure in this regard and clarity of goals and objectives should be brought about. The percent of such respondents is moderately high which 66% is.

Actual Level
It can be inferred from the graph that a low percent of respondents feel that in actual situation this activity or its various dimension exists. Only 21% of the respondents feel its existence. Whereas, a very high majority of 79% does not feel its actual existence or the existence of its dimensions. Individually speaking only 16% feel the people participation and a very high majority of 84% do not feel that actually there is participation. Same is the case for dimension of
need for laid down procedure, clarity of goals, need for time and resources for this activity. In all these dimension only 19% have given the weight age whereas a majority of 81% do not have a feel of existence. All these dimensions therefore contribute together toward a low weight age for this activity.

**Variation n Desired and Actual**

Now let us analyze which of the dimensions of this activity, therefore, must be given. Thrust that the gap between desired and actual can be reduced. If we see the overall situation than we will find that the sum gap of 45% exists on the desired and actual state of this activity If we look at the individual dimension and try to locate the high gap dimension than we will find that a very high gap of 53% in the desired perception and actual state exist on the need for peoples participation. This is the dimension which emerges as a thrust area. Secondly a considerable gap exists on the need for laid down procedure as well as need for clarity of goals for this activity. Here. The gap is of 47%.Hence' he se dimensions constitute the areas of trust for the activity of Development and Preparation of Course and Inputs as far as production group is concerned.

4. **Selection of Trainers (Ref Graph: DA.GRP.PRO.4S0T.0028)**

**Desired Level**

If we happen to look at the graph no DA.GRP.PRO.4S0T.0028, we will find that a majority of the respondents have desired the activity of Selection of Trainers. However, we can say that this activity is desired at a moderately higher level since 61 % respondents have desired so. Now let us examine what factors have contributed towards such a perception. A very high majority of the respondents (78%) have desired that this activity should be considered as relevant. Secondly, a moderately high percentage of respondents have desired the dimensions of a need for laid down procedure and need for Clarity of goals as regard to this activity. On each of these dimensions 60% of the respondents have expressed their desire. However, a very conservative view has been taken by the respondents of the production group on the dimension of people’s participation. Only 38% have desired so. This has probably affected the percent weight age of this activity

**Actual Level**
As far as actual state of the activity of is concerned, the perception of the actual state of this activity is quite low amongst the respondents (12% only). However, if we look for the dimensions which contribute for such a low proportion, we will find that as high as 91% of the respondents feel that actually there is absence of people’s participation and investment of time and resources. Only 13% have the perception at actual level for the dimension of laid down procedure and need for clarity of goals. Hence the overall perception of the actual state of this activity is poor.

**Variation in Desired and Actual Level**

If we look at the graph, we will find that a significant variation of 49% persists between the desired and actual level of the state of the activity. Now let us try to locate those dimensions which contribute significantly for such a variation. Firstly a very high gap of 62% exists in the desired and actual perception on the dimension of relevancy. This has contributed significantly towards the gap. Secondly a high gap of 53% exists on the dimensions of the need for laid down procedure and equally high on the need for clarity of goals and objectives. Thirdly a high of 50% exists on need for investing time and resources. However a very low gap of 29% exists on need for people’s participation. Thus it can be observed that on majority of dimensions the gap exceeds 50% which is significant and needs attention.
5. Identification and Selection of Venue (Ref Graph:DA.GRP.PRO.5IOV.0029)

Desired Level
It can be observed from the graph no DA.GRP.PRO.51OV.0029 that only 53% of the respondents of the production group have desired this activity. It can be inferred that this activity they have not preferred to a high extent but rather to a moderate extent. The dimension which the respondents have desired the most amongst the entire five dimensions is the dimension of the relevancy of this activity. Only a majority of 59% have desired this dimension. This dimension is followed by the need for laid down procedure for this activity. Only 56% of the respondents feel the need for this dimension. Thirdly the dimension of clarity of goals is desired. Rest two dimensions namely need for peoples participation and investing time and resources are only desired by 50% of respondents. Rest 50% do not desire these dimensions hence they are neutralized. The overall assessment at desire level, therefore, is that not much energy is exhibited by the respondents of production department for the activity of Identification and Selection of Venue.

**Actual level**

If we look at the graph we will find that the perception of majority of respondents about the actual state of the activity of identification and selection of venue is very low, only 17% have the positive opinion about the activity. Whereas a majority of 84% respondents do not have. Now let’s see what dimensions contribute towards state low perception. A very low of 13% of the respondents have a positive opinion about the actual state of the dimension of the need for laid down procedure and need for people’s participation for this activity. Even a majority of 84% of respondents have a low perception about the actual state of the dimensions of need for clarity of goals and need for investing time and resources. All these have contributed towards the low perception of the actual state of the activity.

**Variation in Desired and Actual Level**

The overall variation of perception in desired and actual state for this activity is only 36%. Though there is such a gap, however, in comparison to the gaps on other dimensions it is low. If we compare the gaps amongst the dimensions then we will find that comparatively a higher gap exists on the dimension of need for a laid down procedure which is of 43%. Second highest gap of 37% exits on the dimensions of need for a laid down procedure. Thus these two dimensions indicate where foremost thrust can be laid.

6. **Pre-Training Counselling to Participants (Ref Graph: DA.GRP.PRO.6PTC.0030)**
Desired level

If we have a look at the graph no DA.GRP.PRO.6PTC.0030, we will find that only 48% of the respondents have desired the activity of Pre-training Counselling to participants and a majority of 52% have not desired so. Now let us examine those dimensions which have contributed towards such a low perception. If we see the desired state weightage in the graph we will find that only 38% respondents have desired people’s participation whereas 62% have not desired. Only 44% have desired that time and resources must be invested in this activity and majority of 56% have not desired the investment. Only 47% feel that there is a need for laid down procedure for this activity and majority of 53% do not desire a laid down procedure. All these dimensions have contributed towards a low perception of this activity at desired level. A majority of higher percentage of respondents have desired only two dimensions namely need for clarity of goals and relevancy of this activity which are 53% and 59% respectively. The overall assessment at desire level, therefore, is that not at a high level for this activity.
Actual Level

If we look at the actual state of the activity and its dimensions than astonishingly a very poor opinion of the actual state is exhibited by the majority of the respondents. Only 4.8% have a favourable opinion whereas 93% of the respondents do no exhibit a favourable opinion about the actual state of this activity, Only 3% of the respondents exhibit a positive perception about the dimensions of clarity of goal and objectives, time and resources whereas 97% do not have. Only 6% of the respondents have some perception about the actual state of the dimension of relevancy, laid down procedure and time and resources whereas a very high majority of 94% do not have. All these factors have contributed towards a low perception about the actual state of this activity.

Variation in Desired and Actual

If we look at the graph we will find that overall 48% of respondents have desired the activity which do not represent the majority of respondents on the other hand at actual level only 4.8% of the respondents have the opined positively about the activity which is extremely low. This has resulted in a higher gap of about 44% between desired and actual level. If we draw a comparison then a highest gap exists on the dimension of relevancy which is of 53% followed by need for
clarity of goals at 50%. Thus comparatively these two dimensions of the activity of pre-training counselling constitute area of thrust.

7. **Post Training Interview (Ref Graph: DA.GRP.PRO.7PTI.DA)**

**Desired Level**

It can be seen from the aforesaid graph that 64% of the respondents of production group have desired the activity of Post Training Interview. This is a moderately high level of preference. Individually speaking, the highest desired dimension of this activity is that people do consider this activity as relevant and majority of 72% of the respondents have preferred this dimension. This is followed by the dimension of need for people’s participation, where a majority of 66% of the respondents have desired it. Thirdly a majority of 63% of respondents have desired a laid down procedure for this activity.

**Actual Level**

It can be observed from the graph that a very low percentage of the respondents have positive perception about the actual status of the activity of Post Training Interview. Only 20% of the respondents have and rest 80% do not have the perception about the actual state of this activity. At individual level it can be seen that only 25% respondents have the perception of the dimension of relevancy. This is followed by the dimension of need for people’s participation where 22% of the respondents have felt that this dimension exists and majority of 78% do not. However a very low perception of 13% of the respondents as to the actual state of the dimension of a need for laid down procedure exists.

**Variation in Desired and Actual**

The variation in overall perception of desired and actual level is of 44% (64-20) and gap between desired and actual state exists. Now let us examine those dimensions which have contributed toward this gap. The highest gap exists on the dimension of the need for a laid down procedure which is of 50%. This gap is a significant gap. This is followed by the dimension of relevancy where the gap between desired and actual level is of 47%. The third dimension where the gap exists is of the need for people’s participation where gap of 44% exists. Thus we can say that these three dimensions of the activity of Post Training Interview need special attention as far as production group have preferred.
8. **Post Training Evaluation of Training Program (Ref Graph: DA.GRP.PRO.8PTE.0032)**

**Desired Level**

At desired level, for the activity of Post Training Evaluation of Training Program, a majority of 64% of the respondents of production group have desired this activity and its dimensions. This is a moderate level of preference since it is 64%. A majority of 75% of respondents desire that this activity should be emphasized and considered as relevant amongst all concerned. A moderately high percentage of 63% of the respondents have desired the activities of laid down procedure, clarity of goals and investing time and resources. Thus, all these three dimensions have been equally emphasized by the respondents of production group.

**Actual Level**

The respondents of the production group have a low perception about the activity of Post Training Evaluation of training program. Only 23% of the respondents have the perception of the actual state of this activity whereas a majority of 77% of respondents does not have. The highest percentage as to the actual status amongst the five dimensions exists on the dimension of relevancy where 28% respondents feel that actually this activity is considered relevant. Only 25% feel that at actual level there is clarity of goals of this activity whereas a majority of 75% does not feel. Same is the case for the dimension of time and resources where majority of 75% do not feel that actually this investment is being done.
Variation in Desired and Actual
The overall variation in the desired and actual perception is of 41%. The highest percent of variation amongst the entire five dimensions exists on the dimension of relevancy and need for a laid down procedure. Though the gap exists on the other dimensions as well, however, it is low in comparison to the aforesaid two dimensions of 38% on clarity of goals and dimension of time and resources and 34% on people’s participation. Thus preference can be give to the dimensions of relevancy and need for laid down procedure as far as production group is concerned.

9. Post Training On-The-Job Evaluation of Training (Ref Graph: DA.GRP.PRO.9PTO.0033)

Desired Level
It can be seen from the graph that 63% of the majority of respondents from production group have desired the activity of Post Training On-the-job Evaluation of Training. This can be said to be a moderately high percentage. We look at the individual dimensions from amongst the five dimensions than we will find that the highest preference has been given to the dimension of relevancy of the activity. A high of 69% of the respondents feel that this activity should be considered as a relevant activity. The second highest preferred’ dimension is the need for the laid down procedure. It is to say that a majority of 66% of the respondents feel that there should be a laid down procedure for this activity. Thirdly there is a feeling and desire that more clarity should be brought about the goals of this activity. A high of 63% of the respondents desire so.

Actual Level
The perception about the actual status of this activity and its dimensions is extremely poor. Only 5% of the respondents have the perception about the actual status of this activity whereas a very high majority of 95% of the respondents do not have any perception about the actual state of this activity. Now let us examine those factors which contribute towards such a poor state of this activity. Astonishingly, 100% of their respondents feel that actually there is no laid down procedure and only 3% of the respondents feel that there is some people participation and some time and resources is being invested. However a very high majority of 97% of the respondents do not feel so.
Variation in Desired and Actual

A very high variation in perception as to the Desired and Actual status exists 58% gap exists on the overall desired and actual level. If we look at the graph and compare the gaps as prevalent amongst all the five dimensions, we will find that highest gap of 66% exists on the dimension of a need for laid down procedure. Followed by a high gap of 58% on the dimensions of relevancy. It is worth noting that gap on other dimensions too exceeds 50%. However, if we prioritize the preferences from amongst the five dimensions then obviously attention needs to be given to need for laid down procedure and considered as relevant. Some action plan is called for on these dimensions as far as production group is concerned.

10. Identification of Gaps (Ref Graph: DA.GRP.ENG.10IOG.0034)

**Desired Level**

It can be inferred from the graph no DA.GRP.ENG.10IOG.0034 that overall 68% of the respondents of the production group have desired the activity of Identification of Gaps. If we look at the individual dimensions of this activity then we will find that the highest desired dimension is the dimension of being considered relevant. A majority of 75% of the respondents have desired that this activity should be considered relevant. 69% of the respondents have desired that there is the need for people’s participation in this activity and there is a need to invest time and resources for this activity. Thus the respondents have desired highest emphasis on these three dimensions.

**Actual Level**

The respondents of production group have a very poor opinion about the actual state of the activity of Identification of Gaps. Only 13% of the respondents have the perception of the actual state of this activity whereas a very high majority of 87% of the respondents do not have. If we look at the individual dimensions than we will find that only a high 16% of the respondents have the perception of the actual status of the dimensions such as relevancy, need for clarity of goals and need for peoples participation whereas a majority of 84% do not have. An extremely low
percent (9%) of respondents have perception about the actual state of dimension of laid down procedure and time and resources whereas 91% do not have.

**Variation in Desired and Actual**
The overall variation between desired and actual state is of 55% (68-13=55) which is quite significant. The highest gap of 60% exists on the dimension of need of goals and time and resources followed by the need for considering the activity as relevant where the gap of 59% exists. The third highest gap exists on the dimension of need for laid down procedure where the gap is of 57%. Thus these three dimensions of the activity of Identification of Gaps need special attention as far as production group are concerned.
SUMMARY OF PRODUCTION GROUP

Let us have a close look at graph no DA.GRP.PRO.SUM01.0035 which exhibits all the ten activities with their respective weight ages at desired and actual level. We can clearly draw a comparison amongst all the ten activities and also infer the activities that are preferred. If can be seen from the graph that all the ten activities have been desired at a high average score of 64% i.e. to say a majority of 64% of the participants have desired that all the ten activities need to exist in the organization and also need highest attention and thrust then we can clearly infer that the respondents of production group have desired the activity of Departmental Training Plans and Objectives to the highest level in comparison to other activities. A majority of 79% of the respondents have desired so. This is followed by the activity of Training Need Identification where a majority of 69% of the respondents have desired so. The third highest emphasis activity is the Identification of Gaps where a majority of 68% of the respondents have given their preference. Thus these three activities form the areas where attention needs to be given on priority as far as production Group in concerned.

The above were the activities where thrust needs to be given on priority. Now let examine those dimensions where the priority is to be given. At present we have five dimensions viz- Relevancy
of activity, Need for laid down procedure, Need for clarity of Goals, Peoples participation, Need for time and resources. All these dimensions have been together preferred by a majority of 64% of the respondents of production group. Highest preference has been given to the dimension of considering the production group. Highest preference has been given to the dimension of considering the activities as relevant i.e to say 71% of the respondents desire that the activities pertaining to training should be considered as relevant and all steps should be taken to make people feel the importance for the organization. The respondents have also desired that the activities should also have specific laid down procedure which should be followed by all concerned. This will strengthen the activities. Thirdly it is felt that more clarity should be brought about the goals and objectives of the activities pertaining to training.

Thus from the view of the respondents of production group out of the ten activities following three activities should be given priority:

1. Departmental Training Plans and Objectives
2. Training Need Identification
3. Identification of Gaps

Dimensions for improvement in the activities

1. Relevancy
2. Need for laid down procedure
3. Need for clarity of goals
ANALYSIS OF SERVICES GROUP

1. Departmental Training Plans and Objectives (Ref Graph DA.GRP.SER.IDTP.0037)

Desired Level
It can be seen from the graph no DA.GRP.SER.1DTP.0037 that a very high majority of 82% of the respondents have desired this activity. Thus very high weight age can be assigned to it. If we look at all the dimensions, we will find that out of five dimensions, the highest preferred dimension is the need for clarity of goals for the activity of departmental training plans and objectives. A very high majority of 89% of the respondents have desired this dimension and stress need for clarity of goals amongst all. Secondly, the respondents consider this activity as highly relevant and have stressed for a need for laid down procedure which is to existent today. Both these activities have been preferred by a high majority of 84% of the respondents.

Actual Level
If we look at the graph, we will find that overall perception of the actual status of this activity is very low. Only 28% of the respondents have the perception of the actual state whereas 72% of the majorities of respondents do not have. A very low perception exists about the dimension of need for laid down procedure. Only 20% have some perception about the actual state whereas 80% do not have. However, comparatively high perception of the actual state exists on aspect of relevancy and clarity of goals.

Variation in Desired and Actual
The overall variation between desired and actual level is of 61% (89-28=69). This variation is quite a high variation and needs attention. If we take a comparative view of dimensions, we will find that highest variation exists on the dimension of need for laid down procedure. A very high gap of 64% exists on this dimension and it can be inferred there is a strong need for a formal laid down procedure as has been preferred by high majority of respondents. Secondly, the gap exists on need for clarity of goals where a high gap of 56% exists. And thirdly a high gap of 52% exists on investing time and resources for this activity. Thus these three dimensions are the dimension of stress.
2. **Training Need Identification (Ref Graph: DA.GRP.SER.2TNI.0038)**

**Desired Level**

It can be clearly inferred from the graph that 81% of the respondents of the services group have preferred this activity. If we observe the individual dimensions we will find that 88% of the respondents of services group have stressed the desire for need for laid down procedure for this activity. This is quite a high preferred percentage. The respondents have also expressed their strong desire for this activity being considered as relevant and also stressed for need of clarity of goals for this activity. A very high percentage of 86% of the respondents have expressed so.
Actual Level
If we look at the graph we will find that 28% of the respondents have the perception about the actual state of the activity of training need identification whereas 72% of the majority of respondents do not have. A very low perception about the actual state of the dimension of laid down procedure and people's participation exists. A low percentage of respondents have the perception, 27% and 25% respectively.

Variation in Desired and Actual
If we have an overall view of the variation we will find that there is a high gap of 53% between desired and actual state of the activity of training need identification Individually speaking, highest gap of 61% exists on the dimension of laid down procedure. This dimension therefore needs attention. Secondly the gap of 48% exists on the dimension of need for clarity of goals. Thirdly, the gap exists on need for time and resources which is of 43%. Thus these three dimensions can help in bridging the gaps.
3. Development and Preparation of Course and Inputs (Ref Graph: DA.GRP.SER.4SOT.0039)

Desired Level
It can be clearly seen from the graph that 80% of the majority of the respondents desire the activity of Development of Course and Inputs. The respondents consider this activity as relevant and hence 86% of the majority of respondents have expressed their desire for this activity. The respondents have also expressed their strong desire for need for clarity and goals of this activity and 86% of the majority of respondent’s desire so. They also feel that there should be a laid down procedure to be followed for developing and preparing course and inputs. A high majority of 84% of the respondents desire so.

Actual Level
It can be seen from the graph that 20% of the respondents have the perception about the actual status of the activity of Preparation of Course and Inputs whereas 80% of the respondents do not have. At individual level it can be observed that only 14% of the respondents have the perception that there is people's participation in this activity whereas 86% do not have. Only 19% of the respondents have the perception that there is a laid down procedure for this activity whereas 81% do not have. Only 20% of the respondents feel that actually time and resources are being invested from this activity whereas 80% do not have.

Variation in Desired and Actual
Overall it can be observed that there is quite a significant gap between desired and actual State of this activity This gap is of 60% which indicates that its dimensions need attention. Individually speaking, highest gap exists on the dimension of need for laid down procedure where it is as high as 65%. Secondly, a very high gap can also be observed on the dimension of need for clarity of goals which is of 64% and indicates initiatives need to be taken. Thirdly, significant gap also exists on need for people's participation. All
these dimensions, therefore, need to be looked into if improvement is to be brought about.

4. Selection of Trainers (Ref. Graph : DA.GRP.SER.4S0T.0040)
**Desired Level**

It can be clearly seen from the graph no DA.GRP.4SOT.0040 that, overall, a high majority of 78% of respondents have desired this activity. If we have a look at the individual dimensions, we will observe that a very high majority of 84% of the respondents feel that the activity of Selection of Trainers is relevant and another 84% strongly desire that there should be a laid down procedure for this activity. Even a high majority of 81% of the respondent’s desire that there should be clarity of goals amongst all concerned regarding the activity of Selection of Trainers. These three dimensions therefore constitute for a high rating for this activity.

**Actual Level**

If we have a close look at the aforesaid number graph, we will find that there is a very low perception about the actual state of this activity amongst respondents. Only 21% of the respondents have a feel of the activity at actual level whereas a majority of 89% do not have. This is indicative that this activity exists at a very low level in the organization. Only 17% of the respondents have a perception that there is a laid down procedure for this activity whereas 83% do not have which is a very high majority. Only 16% have the perception that there is actually clarity of goals amongst all concerned whereas 84% do not have which is again a very high majority.

**Variation in Desired and Actual Level**

The overall variation between the desired and actual level is of 57% which is a significant variation. Individually speaking, highest variation between desired and actual level exists on the dimension of need for laid down procedure where the variation reaches a very high level of 67%. A very high gap also exists on the dimension of clarity of goals where the gap is as high as 58% which is also a significant gap. The third highest gap can be seen on the dimension of relevancy of the activity where the gap is of 57%. Thus these three dimension can be said the dimensions of stress for this activity as fit as the services group is concerned.

**10. Identification and Selection of Venue (Ref Graph: DA.GRP.SER.5IOV.0041)**
**Desired Level**

It can be seen from the aforesaid number graph that overall 70% of the respondents of services group have desired this activity. Individually, speaking the respondents does feel this activity is important. A very high percentage of respondents feel so (84%). However other dimensions have been preferred but relatively at low level. 70% of the respondents do feel that there should be a laid down procedure for this activity which is the second highest preferred dimension. 67% do feel that there should be more clarity about goals of this activity.
Actual Level
The perception about the actual state of this activity is very low. Only 19% of the respondents do have the perception about the actual level of this activity whereas 81% do not have. Relatively, a high of only 25% of the respondents have the perception about this activity is actually being considered as relevant. Secondly 20% have the reception about the clarity of goals. Very low perception persists regarding the dimension of laid down procedure and need for people's participation. A very low percent of respondents, 14% and 13%, respectively have the perception.

Variation in Desired and Actual
The overall variation between desired and actual level is of 51%. This is indicative of a low preference for this activity. However, a high gap exists on the dimension of relevancy where a gap of 62% can be observed. Secondly the gap exists on the dimension of need for laid down procedure where it is of 57% which is of moderate level. Thus these dimensions can be looked into.
6. Pre-Training Counselling to Participants (Ref Graph: DA.GRP.SER.6PTC.0042)

**Desired Level**

It can be seen from the graph that overall 72% of the participants have desired this Activity. A high of 81% of the respondents feel that this activity should be considered as relevant and another high of 80% feel that there needs to be more clarity amongst all concerned about the goals and objectives of this activity.

**Actual Level**

As far as the perception of the respondents about the actual state of this activity is concerned, only 18% of the respondents have the perception about the actual status and 82% do not have. Low perception exists regarding the activity of laid down procedure and people’s participation where only 14% and 13% of the respondents have the perception about the actual status of these activity. The highest perception amongst the entire five dimensions exists on the dimension of relevancy where 25% of the respondents feel that this activity is actually being considered as relevant.

**Variation in Desired and Actual**

It can seen from the graph that the overall variation between desired and actual level is of 54%. The highest variation persists on the dimension of clarity of goals followed by 56% variation on the dimension of relevancy. The third highest dimension where the variation exits is the need for laid down procedure for the activity of pre-training counselling to participants.

7. Post-Training Interview (Ref Graph: DA.GRP.SER.7PTI.0043)

**Desired Level**

It can be seen from the graph that overall 81% of the respondents of services group have desired the activity of Post-Training Interview. This activity is therefore preferred by a high majority of the respondents. Individually, if we have a look at the dimensions we all find that a very high majority of 88% of the respondents consider this activity as relevant. A very high majority of
83% also desire that there should be people’s participation in this activity and another 81% desire that there should be clarity of goals of this activity amongst all concerned. These three dimensions have contributed towards the weight age for this activity.

**Actual Level**

The actual level it can be seen that 13% of the respondents have the perception about the actual state of this activity whereas 87% do not have which is quite high. Only 19% have perception that actually this activity is considered as relevant. Only 6% of the respondents have the perception that there is people's participation in this activity in actual state which is extremely low. Further, only 13% have of respondents have, perception about laid down procedure and time and resources being actually invested for this activity.

**Variation in Desired and actual Level**

The overall variation between desired and actual level of perception is of 68% which is quite a high percentage. Individually, if we see the dimensions that contribute towards such high variation we will find that the highest variation exists on the activity of people’s participation where the variation is as high as 77% and thus calls for proper attention. This is followed by the dimension of relevancy where the gap is of 69%, which is also a significant gap. The third highest gap exists on the dimension of laid down procedure where the gap is of 67%. Thus it can be inferred that overall there is a strong feeling that this activity is important for the function and organization and it must exists in a structured form.

8. **Post –Training Evaluation of Training Program (Ref Graph: DA.GRP.SER.8PTE.0044)**

**Desired Level**

It can be seen from the graph that overall 80% of the respondents of services group have desired the activity of Post-Training Interview. This activity is therefore preferred by a high majority of the respondents. Individually, if we have a look at the dimensions we will find that a very high majority of 89% of the respondents consider this activity as relevant. A very high majority of 81% also desire that there should be a laid down procedure in this regard and another 80% desire
that there should be clarity of goals for this activity amongst all concerned. These three dimensions have contributed towards higher weight age for this activity.

**Actual Level**

At actual level it can be seen that 21% of the respondents have the perception about the actual state of this activity whereas 79% do not have which is quite high. About 30% have perception that actually this activity is considered as relevant. Whereas only 17% of the respondents have the perception that there is a laid down procedure for this activity and there is people's participation in this activity.
Variation in Desired and Actual Level

The overall variation in perception between desired and actual level is of 59% which is significant. Individually if look at the dimensions we will find that the highest variation can be observed on the dimension of need for laid down procedure where the variation is as high as 64% followed by the dimension of clarity of goals where the variation is of 60% which is also quite high and the third dimension where the gap exists is of relevance where the variation is of 59%. Thus these three dimensions contribute toward the variation on in perception between desired and actual level and need attention.

9. Post -Training On-the- Job Evaluation of Training Program (Ref Graph: DA.RP.SER.9PTO.0045)

Desired Level

It can be seen from the aforesaid number graph that overall 78% of the respondents have desire the activity of Post-Training on the Job Evaluation. If we have a look at the individual dimensions, we will find that the respondents have preferred that this activity should be considered as relevant. As high as 86% of the respondents have desire so. As high of 30% of the
respondents have desire clarity of goals of this activity and 77% of the respondents feel that there should be a laid down procedure for it.

**Actual Level**
If we look at the graph we will find that only 13% of the respondents have the perception about the actual state of the activity whereas 87% do not have. This is indicative of a very poor state of this activity. At individual level, it can be observed that only 17% of the respondents have a feel that this activity is actually considered as relevant activity and the dimension of need for clarity where only 16% of the respondents have the perception and rest of the dimension of the perception about the actual state is extremely low, in the range of 11% only.

**Variation in Desired and Actual Level**
The overall variation in desired and actual level is of 65% which is quite high percentage and exhibits that considerable gap exists on various dimensions of this activity. The highest gap can be seen on the dimension of relevancy where the gap is of 69% and this is significant. The second highest gap exists on the dimension of the need for laid down procedure where it is of 66%. The third highest gap exists on the dimension of clarity of goals and people's participation which is of 64%. Hence overall it can be deduced that due to such high gaps on almost all its dimensions, this activity needs attention.

**10. Identification of Gaps (Ref Graph: DA.GRP.SER.10IOG.0046)**

**Desired Level**
The observation of the aforesaid graph clearly points out that 79% of the respondents of services group have desired this activity. A very high percentage of the respondents (88%) strongly consider this activity as relevant. Secondly, a high majority of 80% of the respondents desire that more clarity should be brought amongst all concerned about the goals. Equally high percentage of the respondents have emphasized the need for laid down procedure for this activity.

**Actual Level**
At actual level it can be observed that only 11% of the respondents have the perception about the existence of this activity which is indicative of a poor state of this activity. The highest
perception amongst the entire dimension is on the dimension of relevancy which is 23%. On rest of all the dimensions the perception as to the actual state is extremely low and the lowest is on need for people's participation where it is 9% only. On rest of the dimension it ranges between 11% - 13% only.

Variation in Desired and Actual Level
The overall variation in desired and actual state is of 68% which is quite a high percentage and is indicative of high gaps on almost all its dimensions. The highest gap of 69% can be seen on the dimensions of need for laid down procedure and need for people participation. This is followed by dimension of need for clarity of goals where it is of 67%. However, on all the dimensions the gap exceeds 60%. Thus this activity needs attention accordingly.
Let’s have a close look at graph no DA.GRP.SER.SUM01.0047 which exhibits all the ten activities with their respective weight ages at desired and actual level. We can clearly draw a comparison amongst all the ten activities and also infer the activities that are preferred. It can be seen from the graph that all the ten activities have been desired at a high average score of 78% i.e. to say a majority of 78% of the participants have desired that all the ten activities need to exist in the organization and also need attention in some form or the other. However if we prioritize the activities which need highest attention and thrust then we can clearly infer that the respondents of services group have desired the activity of Departmental Training Plans and Objectives to the highest level in comparison to other activities. A majority of 82% of the respondents have desired so. This is followed by the activity of Training Need Identification and Post Training Interview where a majority of 81% of the respondents has desired them. The third highest emphasis is on the Development and Preparation of course and inputs where a majority of 80% of the respondents has given their preference Thus these four activities form the areas where attention needs to be given on priority as far as Services Group is concerned.
The above were the activities where thrust needs to be given on priority. Now let examine those dimensions where the priority is to be given. At present we have five dimensions viz - Relevancy of activity, Need for laid down procedure, Need for clarity of Goals, Peoples participation, Need for time and resources. All these dimensions have been together preferred by a majority of 78% of the respondents of services group. Highest preference has been given to the dimension of considering the activities as relevant i.e. to say 86% of the respondents desire that the activities pertaining to training should be considered as relevant and all steps should be taken to make people feel the importance for the organization The respondents have also desired that there should be clarity of goals pertaining to the activities. A high of 81% desire so. The respondents have also emphasized that there should be a laid down procedure for the activities (805 of the respondents have desired so). This will strengthen the activities.

Thus from the view of the respondents of services group out of the ten activities following three activities should be given priority:

- Departmental Training Plans and Objectives
- Training Need Identification and Post Training Interview.
- Development of Course and inputs.

**Dimensions for improvement in the activities**

- Relevancy
- Need for clarity of goals
- Need for laid down procedure

**LEVEL-WISE ANALYSIS**

The analysis of initiatives i.e. the issues of training was primarily done by capturing the views of HODs, controlling officers and executives. This was done with a view that the executives are responsible for the implementation of these activities in their area of working. They are fully aware about the requirements and needs of the individual employee, job and the area of work and as such their feedback will be authentic feedback.
In BHEL there are the following levels of executives irrespective of the function:

- E1 Executive/Officer/Engineer
- E2 Sr. Executive/Sr. Officer/Sr. Engineer
- E3 Dy. Manager
- E4 Manager
- E5 Sr. Manager
- E6 Dy. General Manager
- E6A Sr. Dy. General Manger
- E7 Additional General Manager
- E8 General Manager

The E1, E2 and E3 level of executives are the frontline executives and are primarily responsible for the execution of the work. These executives are normally the controlling officers of the workforce. As such they have been clubbed under a head or “Senior Management Cadre”.

The E4 and E5 level executives are primarily responsible for one or more sections in a single department. The executives of E1, E2 and E3 level normally report to this level of executives. Their prime responsibility is to run a section with the help of junior level executives. These executives are clubbed under a single category of “Middle Management Cadre”.

The executives in the level of E6, E6A and E7 are normally the Heads of the Department. Each department consists of number of sections. These HODs report to the unit head who is of General Manger (E8) rank.

Accordingly, the views on the initiatives and the dimensions have been captured, analysed and prioritized based on the following three broad levels of executives.

- Junior Management Cadre
- Middle Management Cadre
- Senior Management cadre
Department Training Plans & Objectives
(No.SC:GRP.JM3.1DTP.0049)

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<th>Actual</th>
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<td>Need for Peoples Participation</td>
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<td>78</td>
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<tr>
<td>Need for Time &amp; Resources</td>
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Training Need Identification
(No.SC:GRP.JMG.2TNI.0050)

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</table>
ANALYSIS OF RESPONSES: JUNIOR MANAGEMENT CADRE

1. **Departmental Training Plans & Objectives (Ref Graph No SC.GRT.JMG.1DTP.0049)**

**Desired Level**
It can be seen from the aforesaid graph number that 78% of the respondents of Junior Management Scale have desired the activity of departmental training plans and objectives. Now at us take a look at the dimensions of this activity which are preferred and they contribute towards such a weightage. The majority of 85% of the respondents feel that there is a need for clarity of goals of this activity. 78% of the respondent’s desire that this activity would be considered as relevant activity and another 78% feel that there is a need of invests time and resources in this activity.

**Actual Level**
Overall it can be seen from the graph that 30% of the respondents have the perception about the actual state of this activity whereas 70% do not have. If we look at individual dimensions we will find that 43% respondents have the perception that this activity is being considered as relevant in actual state. However, comparatively, low perception of the actual state of the dimensions exists on need for laid down procedure and need for people’s participation. On these dimensions only 23% of the respondents have the perception of the actual state whereas 77% do not have.

**Variation in Desired and Actual Level**
The overall variation of 48% exists between desired and actual level on the activity of mental training plans and objectives. Individually, the highest gap exists on the dimension of need for time and resources where it is of 53%. This is followed by a gap of 12% which exists on two dimensions namely need for laid down procedure and need for people’s participation. Thus, by emphasizing on these activities, gap can be reduced.
2. **Training Need Identification (Ref Graph No. SC.GRP.JMG.2TNI.0050)**

**Desired Level**

Overall it can be observed that 81% of the majority of the respondents of junior management cadre has preferred this activity. This is quite a high preference. It clearly shows that the group has a high preference. Now let us examine those dimensions of this activity which contribute towards such a high preference. Individually, it can be observed that very high majority of 85% of the respondents have preferred that this activity should be considered as important activity for the organization. They also feel that there should be a formal laid down procedure in this regard which can serve a reference guide and also they feel that there is a need for clarity of goals and objectives amongst all concerned. These three dimensions have contributed towards the high score.

**Actual Level**

Overall, it can be seen that 39% of the respondents have the perception about the actual state of this activity. Majority of 61% do not have. A very low perception about the dimension of laid down procedure can be seen where only 30% of the respondents have comparatively, dimension of relevancy is the dimension where 53% of the respondents feel
that this activity is being actually considered relevant. A high of 43% of respondents too feel that actually there is clarity of goals amongst all concerned.

**Variation in Desired and Actual Level**

Overall variation of 42% can be observed between desired and actual level of this activity. The highest variation can be observed on the dimension of need for laid down procedure and the gap is of 55% which is quite a high gap and indicates that respondents has stressed thrust on it. This followed by a gap of 42% on the dimensions of need for clarity of goals and need for time and resources. These do indicate that if thrust is laid on these dimensions than overall gap can be reduced.

3. **Development and Preparation of Course and Inputs (Ref Graph No. SC.GRP.JMG.3DCI.0051)**

**Desired Level**

It can be seen from the aforesaid graph that 72% of the respondents have desired that this activity should exist in the organization. A high of 80% of the respondents have felt that there should be a laid down procedure for this activity and more clarity about goals and objectives of this
activity needs to be brought about. 78% of the respondents do feel that the activity is relevant in the context or the organization.

**Actual Level**

In actual level it can be observed that only 22% of the respondents do have the perception about the actual state of the activity. Whereas, the majority of 78% does not have. Individually, it can be seen that a very low perception as to the people's participation in this activity exists where merely 15% of the respondents have it. A very low perception of the actual status exists on the dimensions of need for time and resources and need for laid down procedure where only 20% of the respondents have the perception of actual state of the dimensions.

**Variation in Desired and Actual Level**

Overall, the variation of 50% can be seen between the desired and actual level which is significant. Now let us see those dimensions where the maximum gap exists. A very high gap of 60% can be observed on the dimension of need for laid down procedure and thus it needs to be looked into. This is followed by a gap of 53% on the dimension of relevancy of the activity and thirdly the gap exists on the dimension of need for clarity of goals where it is 52%. These dimensions therefore need attention if the gap is to be reduced.

4. **Selection of Trainers (Ref Graph No: DA.GRP.JMG.4SOT.0052)**

**Desired Level**

It can be seen from the graph that overall 77% of the respondents have desired the activity of Selection of Trainers. 88% of the majority of respondents do consider this activity as relevant in the context of organization. This is a very high %age and thus indicates the weightage assigned to it. 85% of the respondents feel that there is a need for clarity of goals and objectives about this activity amongst all concerned. This is also quite a high difference. Another 83% feel that there is a need for laid down procedure for this activity.

These three dimensions together constitute towards a high preference for this activity. Comparatively low preference is exhibited on people’s participation in this activity.
Actual Level
Overall, at actual level it can be seen that only 26% of the respondents have perception about the actual state of this activity. A high majority of 74% of the respondents do not have. A comparatively higher perception exists about the relevancy of this activity and clarity of goals i.e. to say 33% of the respondents feel that actually this activity is being considered as relevant and concerned people are clear about the goals of this activity. These two dimensions contribute significantly towards overall perception at actual level. However, a very low perception about the actual state of people, participation in this activity exists. Only 18% of the respondents have the perception.

Variation in Desired and Actual
The overall variation of 59% between desired and actual level exists. Now let us examine that what dimensions contribute towards the variation in actual and desired level. The highest variation exists on the dimension of need for laid down procedure which 60%. This is quite a significant variation. Secondly, the variation of 55% exists on the dimension of relevancy. Thirdly the gap exists on the dimension of need for clarity of goals and objectives which is of 52%. These three dimensions contribute towards the gap and also need attention.

5. Identification & Selection of Venue (Ref Graph No: SC.GRP.JMG.5IOV.0053)

Desired Level
Overall, at desired level it can be observed from the aforesaid graph no. that 63% of the respondents have desired the activity of identification and selection of venue. 70% of the respondents feel that this activity is relevant. This is also the highest preferred dimension. The second highest preferred dimension is the need for clarity of goals and objectives where 65% of the respondents have preferred it. Rest dimensions have been equally preferred by 60% of the respondents.

Actual Level
Overall, 23% of the respondents have the perception about the actual existence of this activity whereas 77% do not have. The highest contribution toward this comes from the dimension of
relevancy where 30% of the respondents have the perception that this activity is being actually considered relevant. Another 28% of the respondents do have the perception that actually the goals of this activity are clear. However, only 16% of the respondents have perception that there is people's participation in this activity.

**Variation in Desired and Actual**
The overall variation of 40% exists between desired and actual level. Though there is a variation in two states but comparatively it is low. It indicates low preference on this activity. However, the highest gap of 44% persists on the dimension of need for people's participation followed by 40% on dimension of relevancy, need for laid down procedure and need for time and resources.
6. **Pre-Training Counselling of Participants** (Ref Graph no. SC.GRP.JMG.6PTC.0054)

**Desired Level**

Overall it can be observed that 63% of the majority of the respondents of junior management cadre has preferred this activity. Now let us examine those dimensions of this activity which contribute towards such preference. Individually, it can be observed that majority of 70% of the respondents have preferred that this activity should be considered as important activity for the organization. They also feel that there should be clarity brought about the goals and objectives amongst all concerned. Rest three dimension are equally emphasized by 60% of the respondents.

**Actual Level**

If we look at the actual state of the activity and its dimensions than a very poor opinion of the actual state is exhibited by the majority of the respondents. Only 15% have a favourable opinion whereas 85% of the respondents do no exhibit a favourable opinion about the actual state of this activity. Only 6% of the respondents exhibit a positive perception about the dimensions of need for people's participation whereas 94% do not have. Only 13% of the respondents have some perception about the actual state of the dimension of need for laid down procedure and need for time and resources whereas a high majority of 87% do not have. All these factors have
contributed towards a low perception about the actual state of this activity. Dimension of relevancy clarity of goals do contribute towards a higher perception amongst other dimension where it is 23% and 20% respectively.

**Variation in Desired all, Actual**

If we look at the graph we will find that overall 63% of respondents have desired the activity which do not represent the majority of respondents on the other hand at actual level only 15% of the respondents have the opined positively about the activity which is extremely low. This has resulted in a higher gap of about 48% between desired and actual level. If we draw a comparison then a highest gap exists on the dimension of need for people’s participation which is of 54% followed by need for time and resources, relevancy and need for laid down procedure where it is 47% on each of the dimension.

**7. Post Training Interview (Ref Graph: SC.GRP.JMG.7PTI.0055)**

**Desired Level**

It can be seen from the aforesaid graph no. that 71% of the respondents of junior management cadre have desired the activity of Post Training Interview. This is a moderately high level of preference. Individually speaking, the highest desired dimension of this activity is the dimensions of relevancy at people do consider this activity as relevant and majority of 80% of the respondents have preferred this dimension. This is followed by dimension of need for clarity of goals and objectives and need for people’s participation where a majority of 70% of the respondents have desired them.

**Actual Level**

It can be observed form the graph that a very low percentage of the respondents have positive perception about the actual status of the activity of Post Training Interview. Only 23% of the respondents have and rest 77% do not have the perception about the actual state of this activity. At individual level it can be seen that 30% respondents have the perception of the dimension of relevancy. This is followed by the dimension of need for clarity of goals where 28% of the respondents have felt that this dimension exists and majority of 72% do not. These two dimensions have contributed towards the perception at actual level. However a very low
perception of 15% of the respondents as to the actual state of the dimension of a need for people's participation exists.

**Variation in Desired and Actual**

The variation in overall perception of desired and actual level is of 52% (73-21) and gap between desired and actual state exists. This is a significant gap. Now let us examine those dimensions which have contributed toward this gap. The highest gap exists on the dimension of the need for a people's participation in this activity which is of 55%. This gap is a significant gap. This is followed by the dimension of relevancy where the gap between desired and actual level is of 50%. The third dimension where the gap exists is of the need for laid down procedure where gap of 48% exists. Thus we can say that these three dimensions of the activity of Post Training Interview need special attention as far as junior management cadre have preferred.

8. **Post Training Evaluation of Training Program (Graph: SC.GRP.JMG.8PTE.0056)**

**Desired Level**

At desired level, for the activity of Post Training Evaluation of Training Program, a majority of 70% of the respondents of junior management cadre group have desired this activity and its dimensions. This is a moderate level of preference. A majority of 83% of respondents desire that this activity should be emphasized and considered as relevant amongst all concerned. This is indicative of a very high level of emphasis. A high percentage of 75% of the respondents have desired the dimension of need for clarity of goals. Thirdly, the dimension that is preferred is the dimension of need for laid down procedure which is desired by 68% of the respondents. Thus, all these three dimensions have been equally emphasized by the respondents of junior management cadre and they contribute towards such a level of weight age.

**Actual Level**

The respondents of the junior management cadre have a low perception about the activity of Post Training Evaluation of training program. Only 24% of the respondents have the perception of the actual state of this activity whereas a majority of 76% of respondents do not have. The highest percentage as to the actual status amongst the five dimensions exists on the dimension of relevancy where 30% respondents feel that actually this activity is considered relevant. Only
25% feel that at actual level there is clarity of goals of this activity. Whereas, a majority of 75% do not feel.
Variation in Desired and Actual
The overall variation in the desired and actual perception is of 46%. The highest percent of variation amongst the entire five dimensions exists on the dimension of relevancy where it is of 53%. This is followed by a gap of 50% on the dimension of need for clarity of goals and objectives. Though the gap exists on the other dimensions as well, however, the third highest gap exists on the dimension of need for laid down procedure where it is of 45% and is low in comparison to the aforesaid two dimensions.

9. Post Training On-the-Job Evaluation of Training (Ref Graph: SC.GRP.JMG.9PTO.0057)
Desired Level
It can be seen from the graph that 68% of the majority of respondents from junior management cadre have desired the activity of Post Training On-the-job Evaluation of Training. This can be said to be a moderately high percentage. If we look at the individual dimensions from amongst the five dimensions, than we will find that the highest preference has been given to the dimensions of relevancy of the activity. A high of 80% of the respondents feel that this activity should be considered as a relevant activity. This is the significant emphasis. The second highest preferred dimension is the need for clarity of goals and objectives where 75% of respondents have desired it. The third highest preferred dimension of this activity is need for laid down procedure where 65% of the respondents have desired so.

Actual Level
The perception about the actual status of this activity and its dimensions is very low. Only 17% of the respondents have the perception about the actual status of this activity whereas a very high majority of 83% of the respondents do not have any perception about the actual state of this activity. Only 13% of the respondents have perception of actual status of the dimensions of need for laid down procedure, need for people's participation and need for time and resources. This is indicative of low emphasis in actual state.

Variation in Desired and Actual
A very high variation in perception as to the Desired and Actual status exists. 51% gap exists on the overall desired and actual level. If we look at the graph and compare the gaps as prevalent amongst all the five dimensions, we will find that highest gap of 57% exists on dimension of relevancy. This is followed by the dimension of a need for clarity of goals where the gap is of 52%. Thirdly the gap exists on the dimension of need for laid down procedure where the gap is of 50%. Thus these three dimensions need attention.

10. Identification of Gaps (Ref Graph: SC.GRP.JMG.10IOG.0058)

Desired Level
It can be inferred from the aforesaid graph no. that overall 70% of the respondents of the junior management cadre have desired the activity of Identification of Gaps. If we look at be individual dimensions of this activity then we will find that the highest desired dimension is the dimension of being considered relevant. A majority of 85% of the respondents have desired that this activity should be considered relevant. This is quite a high preference. 70% of the respondents have desired that there is the need for laid down procedure for this activity. 68% of the respondents have also desired that there is a need for clarity of goals and objectives amongst all concerned. Thus the respondents have desired highest emphasis on these three dimensions.

Actual Level
The respondents of junior management cadre have a poor opinion about the actual state of the activity of Identification of Gaps. Only 12% of the respondents have the perception of the actual state of this activity whereas a very high majority of 88% of the respondents do not have. If we look at the individual dimensions than we will find that only a high of 20% of the respondents have the perception of the actual status of the dimensions such as relevancy. Only 13% of the respondents have perception of the dimensions of need for clarity of goals, need for time and resources and need for laid down procedure. Whereas, 10% have perception of need for people’s participation.

Variation in Desired and Actual
The overall variation between desired and actual state is of 58% (70-12= 58) which is quite significant. The highest gap of 65% exists on the dimension of relevancy. The second highest gap exists on the dimension of need for laid down procedure where the gap is of 57% this too is
significant. The third highest gap exists on the dimension of 55% on the dimension of need for clarity of goals and objectives. Thus these three dimensions are the areas of thrust and attention.

**SUMMARY OF JUNIOR MANAGEMENT CADRE**
Let us have a close look at graph no. SC.GRP.JMG.SUM01.0059 which exhibits all the ten activities with their respective weightages at desired and actual level. We can clearly draw a comparison amongst all the ten activities and also infer the activities that are preferred. It can be seen from the graph that all the ten activities have been desired at a high average score of 71% i.e. to say a majority of 71% of the participants have desired that all the ten activities need to exist in the organization and also need attention in some form or the other. However if we prioritize the activities which need highest attention and thrust then we can clearly infer that the respondents of junior management cadre have desired the activity of Training needs Identification to the highest level in comparison to other activity. A majority of 81% of the respondents have desired so. This is followed by the activity of Departmental Training Plans and Objectives where a majority of 78% of the respondents have desired so. The third highest preferred activity is the Selection of Trainers where a majority of 77% of the respondents have given their preference. Thus these three activities form the areas where attention needs to be given on priority as far as Junior Management Cadre is concerned.

The above were the activities where thrust needs to be given on priority. Now let examine those dimensions where the priority is to be given. At present we have five dimensions viz Relevancy of activity, Need for laid down procedure, Need for clarity of Goals, Peoples participation, Need for time and resources. All these dimensions have been together preferred by a majority of 71% of the respondents of Junior Management Cadre. Highest preference has been given to the dimension of considering the activities as relevant i.e. to say 80% of the respondents desire that the activities pertaining to training should be considered relevant and all steps should be taken to make people feel the importance for the organization. The respondents have also desired that there should be clarity of Goals and Objectives and all concerned should be aware of this. This will strengthen the activities. Thirdly it is felt that there should be a Laid Down procedure for the activities pertaining to training. This can serve as a ready tool of reference.

Thus from the view of the respondents of Junior Management cadre, out of the ten activities following three activities should be given priority:

1. Training Need Identification
2. Departmental Training Plans and Objectives
3. Selection of Trainers
Dimensions for improvement in the activities

1. Relevancy
2. Need for clarity of Goals and Objectives
3. Need for Laid Down Procedure
ANALYSIS OF RESPONSES OF MIDDLE MANAGEMENT CADRE

1. Departmental Training Plans and Objectives (Ref Graph: SC.GRP.MMG.1DTP.1DTP.0061)

Desired Level

It can be seen from the graph that 81% of the majority of respondents of middle management cadre have preferred this activity. Thus this assigns a significant weightage to this activity. Now let us look at the individual dimensions. The executives have desired and stressed that there is a high need for a laid down procedure for this activity. A high of 85% of the respondents feel so. I can also be inferred from the graph that the executives of middle management cadre feel that more clarity of goals and objectives pertaining to departmental training plans and objectives need to be brought. As high as 83% desire that this dimension should be given due to weightage. The aforesaid weightage is quite a high weightage. The third highest preferred dimension is need for time and resources which is preferred by 82% of the respondents. The average desired weight
age for this activity on all its 5 dimensions come to 81% which indicates a high rate of preference and emphasis as far as the desired state is concerned.

**Actual Level**

As it can be seen from the graph, that overall 32% of the respondents have the perception of this activity in actual state. Whereas, 70% does not have. Specifically speaking, all the dimensions, as indicated by the respondents of middle management cadre, are ranging between 30% -35% as far as their perception about the actual level or state is concerned.

**Variation in Desired and Actual**

The total variation of average on all dimensions of desired and actual state comes to 54% (81-32=49) which is a high variation and also indicates the need for improvement in various dimensions of the activity. This level of variance is significantly high however specifically speaking the highest variation in desired and actual level is of 55% on need for a laid down procedure where people feel that there is no formal elaborate procedure for this activity and is needed. The second highest difference is on need for clarity of goals and objectives. Where, it is of 50%. People do feel that this activity should be considered as relevant and the gap of 48% exists on this dimension.

2. **Training Need Identification (Ref Graph: SC.GRP.MMG.2TNI0062)**

**Desired Level**

It can be seen from the aforesaid graph no. that overall 75% of the respondents of middle management cadre have desired the activity of Training Need Identification. While observing the graph, it can be clearly seen that a high weight age has been given to this activity by the executives of middle management cadre group. They have exhibited a high desire for the dimensions of this activity. The sum total average of all dimensions at desired level therefore comes to 75% which is a high preference. It is to say that a majority of respondents (as high as 75%) desire that this activity should exist. Specifically speaking the respondents desire that a very high preference and relevance should be given to this activity by all concerned (83%). Secondly they have clearly emphasized a strong desire for a laid down procedure for activity of training need identification since they stress it as an important activity, as high as 83% desire so. They also feel that all the concerned people should be clear of the goals and objectives of this activity. A high weightage of 75% clearly indicates this emphasis.
Actual Level

The respondents of middle management cadre are skeptical about the existence of this activity in actual state. Only 25% of the respondents have the perception about the actual state of the
activity whereas 75% do not have. They are finding that at actual level the dimensions exist at a low level i.e. to say that people are experiencing that there is hardly any laid down procedure available and there is very little clarity of goals and objectives. They also feel that people's participation is low and time and resources are hardly invested in this activity. Thus overall average weightage on all the dimensions at actual level comes to 25% only.

**Variance in Desired and Actual**

The overall gap between the desired level and actual level of this activity is (75-25=50) which is a significant gap. As can be seen from the graph that high gap of 58% exists between desired and actual state on the dimensions of need for laid down procedure. This is followed by a gap of 53% on the dimension of need for clarity of goals and objective for the activity of Training Need Identification. This gap is also of significant nature and indicates that there is sufficient scope of improvement and also indicates the dimensions where immediate steps should be taken. It is also evident from the graph that a high gap of 51% between desired and actual state exists on the dimension of relevancy. Thus it is required to provide impetus and thrust on the activity of Training Need Identification.

3. **Development and Preparation of Course and Inputs** (Ref graph: SC.GRP.MMG.3DCL.0063)

**Desired Level**

As it can be inferred from the graph that the overall weight age on all the dimensions of this activity is 76% which is a moderate level of emphasis at desired level. However, on individual dimensions, if we see, we will find that executives desire that this activity should be considered as relevant. A high of 80% of the respondents desire so. They also feel that there is a need for clarifying the goals and objectives of this activity and some initiatives must be taken in this regard. As high of 77% of the respondents feel so. The third highest preferred dimension is of having a laid down procedure in this regard and need for people's participation. 75% of respondents opine that there is a need of it.

**Actual Level**
At actual level, the overall perception of the actual state of this activity is very low and only 15% of the respondents have the perception about the actual state of this activity whereas a majority of 85% do not have. Individually speaking only 18% of the respondents have perception as to the relevance and only 15% have the perception about the dimensions of need for laid down procedure and need for clarity of goals of this activity. Such is the indicative of the poor state of this activity. The existence of these factors at such a low level constitute towards low perception of the whole activity and contributes towards a high gap exists between desired and actual state.
Variation in Desired and Actual Level

Significant variation exists between the perception of the respondents between desired and actual. The average variation on all the dimensions reaches over 61%, which is quite high. The highest variation of 62% exists on the dimension of relevancy, need to clarify goals and objectives, need for people's participation in this activity. These dimensions also indicate areas of thrust and improvement.

4. Selection of Trainers (Ref Graph: SC.GRP.MMG.4SOT.0064)

Desired Level

If we have a look at the graph, it can be seen that 68% of the respondents of middle management cadre have desired this activity. This level of desired state is a moderate level. 78% of the respondents do consider this activity as relevant and another 72% desire that there is a need for laid down procedure for this activity. The third highest preferred dimension is the dimension of need for clarity of goals which is desired by 67% of the respondents. Thus, we can infer that more clarity is required on this activity.
Actual Level
At actual level only 14% of the respondents have perception of the actual status of the activity which is indicative of the poor state of this activity. Thus extremely low weightage comes for this activity. Specifically speaking there is hardly any laid down procedure for this activity. Only 12% have the perception about this dimension. Only 13% weight age comes for people's participation and investment in time and resources. Thus very low energy is exhibited on virtually all the dimensions at actual level.

Variation in Desired and Actual Level
The overall variation between desired and actual level is of 54% which is a high variation. However, intense need is exhibited on certain dimensions of this activity which indicate need for improvement. A high variation of 60% exists on the dimension of relevancy and need for laid down procedure for this activity. A high variation also on need for clarity of goals and need for peoples participation where the variation is of 52% and 50% respectively. The low perception about the actual status has contributed towards such a variation.

5. Identification and Selection of Venue (Ref Graph: SC.GRP.MMG.5IOV.0065)

Desired Level
It can be seen from the graph that 64% of the respondents of middle management cadre have exhibited their desire for this activity. Specifically speaking the relevancy factor has been preferred as the highest dimension from amongst the five dimensions where 72% of the respondents have desired so. The second highest preferred dimension is the dimension of clarity of goals and objectives for this activity which is also preferred at moderately higher level. A majority of 62% of the respondents have desired the dimension of laid down procedure and people's participation.

Actual Level
At actual level the existence of this activity is demonstrated at a low level. Only an average of 17% of the respondents has the perception of the actual status of this activity. Whereas, the majority of 83% respondents do not have the perception. This is indicative of the poor state of
this activity. At actual level only 20% respondents feel it as relevant whereas 80% does need feel. 18% have the perception that time and resources are invested in selecting the venue. Only 17% of the respondents feel that actually there is clarity of goals and objectives of this activity.

**Variation in Desired and Actual Level**

The overall variation between desired and actual level for this activity is 47% (64-17). This variation of perception is a moderate variation. The variation at individual level of dimensions is high on the dimension of relevancy 52% (72-20). Secondly, where the variation exists as high comparatively, is the dimension of need for laid down procedure where it is of 49%. Thirdly, the gap exists on dimension of need for people's participation where it is of 47%.

**6. Pre-Training Participants (Ref Graph: SC.GRP.MMG.6PTC.0066)**

**Desired level**

It can be inferred from the graph that 66% respondents desire that this activity should exist in the organization. Specifically speaking, from among the five dimensions, 75% of respondents have desired that this activity should be considered as a relevant activity. The second highest preferred dimension is need for clarity of goals and objectives for this activity which is preferred by 68% of the respondents. And another 65% prefer that there is a need for laid down procedure for the activity of Pre-training Counselling to participants.

**Actual Level**

The overall weightage for the existence of this activity at actual level is only 8% i.e. to say only 8% respondents have the perception about the actual state of the activity whereas 92% respondents do not have. This is indicative of an extremely poor state of this activity. Only 7% respondents have actual awareness as to the clarity of goals, peoples participation and the dimension of investing time and resources rest 93% of the respondents do not have. Same is the
case of the dimension of relevancy and need for laid down procedure where a majority of 90% and 92% do not experience the existence.

Variation in Desired and Actual
The average variation between the perception of respondents at desired and actual level is of 58% (66-8=58%) which is a significant gap. Individually speaking, the highest gap of 65% between desired and actual perception exists on dimension of relevancy followed by a gap of 61% on dimension of need for clarity of goals and objectives for this activity and indicates the area of thrust. Thirdly a gap of 55% can be observed on the dimension of need for laid down procedure.
7. Post Training Interview (Ref Graph: SC.GRP.MMG.7PTI.0067)

**Desired Level**

As it can be observed from the above numbered graph, that at overall desire level 71% of the respondents desire this activity. However remaining 29% have not given weightage to this activity. At individual level, however, the highest preferred dimension is the need for having more clarity on goals and objectives for this activity where 77% respondents feel that there is a need of it. 75% respondents feel that this activity is relevant whereas 70% desire the need for people’s participation. It can be clearly inferred that majority of respondents have stressed the dimensions of this activity which has resulted in the overall moderate weightage to this activity.

**Actual Level**
At actual level only 11% of the respondents feel and have perception about the actual status/existence of this activity whereas 89% of the respondents feel that this activity do not exist in the organization. 90% respondents feel that actually this activity is not at considered relevant and the respondents feel that actually there is absence of clarity of goals and objectives and there is no participation of people. These dimensions have contributed towards low perception of actual status of this activity.

**Variation in Desired and Actual**

As can be seen from the graph that overall there is a gap of only 60% (71- 11=60) between the desired and actual state of this activity which is indicative of a high emphasis hence majority prefer this activity. Individually, a significant gap of 67% exists on the dimension of need to bring about more clarity of goals and objectives of this activity. This is high significant gap in comparison to other dimensions of this activity. Secondly, the gap of 65% can be seen on dimension of relevancy and third highest gap can be observed on the dimension of need for people's participation where it is of 60%.

**8. Post Training Evaluation of Training Program (Ref Graph: SC.GRP.MMG.8PTE.0068)**

**Desired Level**

As can be seen from the graph that at desired level majority of respondents has felt that this activity should exists in the organization. A moderately high preference of 70% has been given i.e. to say 70% respondents have desired so. If we specifically observe the dimensions we will find that 78% respondent’s desire that this activity should be considered as relevant. This is a high weightage to this dimension. Secondly 73% of the respondents have stressed that there should be a laid down procedure in this regard and another 68% feel that more clarity should be there about the goals and objectives of this activity and there is need for time and resources.

**Actual Level**

At actual level it can be observed that 17% respondents have the perception about the actual existence of this activity. Whereas as high as 83% of the respondents do not have the perception about this activity. Now let us see that which of the dimensions actually contribute to such an opinion. 18% respondents have the perception that this activity is being considered as relevant at
actual level. Another 17% have the perception that at actual level there is a laid down procedure, there is clarity of goals and people participation is there in this activity.

Variation in Desired and Actual Level
The overall variation of perception for this activity between desired and actual level is of 53% (70-17=53). A significantly high variation of perception exists on the dimension of considering this activity as relevant. The gap is as high as 60% and indicates the area of thrust. Secondly a significant gap of 56% exist on the dimension of need for laid down procedure followed by a gap of 53% on the dimension of need for time and resources. These three dimensions indicate the thrust in order of priority and weightage.

9. **Post Training On-The-Job Evaluation of Training** (Ref Graph: SC.GRP.MMG.9PTO.0069)

**Desired Level**

It can be seen from the aforesaid numbered graph that majority of respondents have desired the activity of Post Training On-The-Job Evaluation of Training. The percentage of such respondents is 71% which assigns this activity a moderately high weightage. A majority of 78% respondents have felt that this activity is a relevant activity and another 73% have desired that there is a need of bringing clarity of goals and objectives of this activity. These dimensions are preferred at a moderately higher rate. However on the other hand 68% respondents have desired that there should be people's participation in this activity there is a need for laid down procedure and need for time and resources.

**Actual Level**

From the response of the respondents it can be seen that very low percentage (only 12%) of respondents has the perception about the actual state of this activity. Whereas, the majority of 88% respondent’s does not have the perception about the actual state of this activity. A very high majority of respondents (as high as 90%) feel that there is no laid down procedure for is activity. Another 88% do not have the perception goals and peoples participation in this activity. Thus overall the perception of a very high percentage of respondents is very poor about the actual state of the activity of post training on-the-job evaluation of training.

**Variation in Desired and Actual**
Since the desired perception is moderately higher (71%) and perception of actual state for this activity is extremely low, there is, obviously bound to be a higher gap between desired and actual state. The overall gap is of 59% which is a high gap. There is significantly a very high gap on the dimension of relevancy which is 65% and indicates the dimension on which stress has to be given. Secondly a very high gap of 61% can be seen on the dimension of need for clarity of goals for this activity and organization must take steps to improve the perception as regards to this activity.

10. Identification of Gaps (Ref Graph: SC.GRP.MMG.10IOG.0070)

**Desired Level**
It can be seen from the aforesaid graph that a majority of respondents (73%) have desired the activity of Identification of Gap. Thus we can say that a moderately high percent of respondents have desired this activity. If we look at individual dimensions of this activity than we will find that a very high percentage of respondents (78%) have desired that this activity should be considered as relevant. A high percentage (75%) of respondents have desired that there should be a laid down procedure for this activity and high percentage of respondents (72%) have felt that there is a need for more clarity of goals of this activity and need for people's participation.

**Actual Level**
It is very surprising to note that a very low percent (7%) of the respondents of middle management cadre have the perception about the actual state of this activity whereas 93% do not have. Now let us examine those dimensions which contribute towards such a perception. None of the respondents have perception about that time and resources are being invested in this activity. Only 7% of the respondents have the perception about the dimensions of laid down procedure and people's participation. Rest 93% do not have. Hence extremely low perception exists about the actual state of this activity.

**Variation in Desired and Actual**
Since the response the respondents is extremely low at actual level hence the gap between desired and actual has gone up to a considerably higher extent. The overall gap between desired
and actual state is of 66% very high gap is exhibited on the dimension of time and resources where the gap is as high as 70%. A very high gap of 68% exists on the need for laid down procedure and a gap of 66% on the dimension of relevancy exists. These therefore according to the scores of the respondents are the priorities for thrust.

SUMMARY OF MIDDLE MANAGEMENT CADRE (Activity Wise)

SUMMARY OF MIDDLE MANAGEMENT CADRE (Dimension Wise)
If we have a close observation of graph no SC.GRP.MMG.SUM01.0071, it can be clearly seen that the highest desired activity by the respondents of middle management cadre is departmental training plans. As high as 81% of the respondent’s desire this activity is a very high weightage. They feel that this activity is important and essential, for the organization. Secondly, as high as 76% of the respondent’s desire the activity of developing course and inputs. Thirdly 75% respondents desire the activity of training, need identification. Thus respondents of this group have preferred these activities over other activities.

If we look at graph no SC.GRP.MMG.SUM02.0072, it is a summary representation of the weightage given by the respondents on all the five dimensions for all the ten activities at desired level. It can be clearly inferred that respondents do consider all these activities as relevant. As high as 78% of the respondents have desire so. The respondents have clearly emphasized that there is a need for laid down procedure as high as 73% of the respondents have desired so. The respondents also feel that there is need for more clarity of goals and objectives. As high as 72% respondents has indicated this. Hence these dimensions can be stressed upon.

In short the activities for stress and dimensions of stress and focus are as under for the Middle Management Cadre:

**Activities of Stress**
1. Departmental Training Plans and Objectives
2. Developing Course and Inputs
3. Training Need Identification

**Dimensions of Stress**
1. Considered Relevant
2. Need for laid Down Procedure
3. Need for Clarity of Goals
desire that there should be a laid down procedure in this regard for the activity of training need identification.

Actual Level
An average of 46% of the respondents feel that actually this activity and its dimensions are given proper weightage in the organization. However a majority of 54% of the respondents are not of this opinion. A majority of 65% of the respondents feel that there is no laid down procedure and another 60% feel that actually there is no people participation in this activity.

**Variation in Desired and Actual**

The overall variation in desired and actual level of perception of respondents is of 40% (86-46). A gap of 53% exists on the dimension of need for laid down procedure. A gap of 45% exists on the dimension of need of clarity of goals and objectives. The third highest gap of 38% exists on the dimension of need for people's participation.

3. Development and Preparation of Course and Inputs (Ref Graph: SC.GRP.SMG.3DCI.0075)

**Desired Level**

As it can be seen from the graph, that a majority of 84% of the respondents of senior management cadre has desire this activity. They do feel that this activity is relevant in context of the organization. This is a high percent. A high of 90% of the respondents feel that there is a need for clarity of goals and objectives for this activity. Simultaneously, a high majority of 88% of the respondents desire that there should be a laid down procedure for developing and preparing course inputs. A high percent of respondents (85%) also desire that this activity should be considered as relevant.

**Actual Level**

It can be inferred from the graph that only 43% of respondents have perception about the actual state of this activity or its various dimensions. Comparatively to other dimensions, the respondents have higher perception of the dimension of relevancy which is 58%. The comparative low perception about the actual status can be seen on the dimension of need for peoples participation on rest of the dimensions 40% of the respondents have the perception of actual state.
Variation in Desired and Actual

Now let us analyze which of the dimensions of this activity, therefore, must be given thrust so that the gap between desired and actual can be reduced. If we see the overall situation than we will find that the sum gap of 41% exists on the desired and actual state of this activity. If we look at the individual dimension and try to locate the high gap dimension than we will find that a very high gap of 50% in the desired perception and actual state exist on the need for clarity of goals and objectives. This is the dimension which emerges as a thrust area. Secondly a considerable gap exists on the need for laid down procedure. Here the gap is of 48%. Hence these dimensions constitute the areas of trust for the activity of Development and Preparation of Course and Inputs as far as senior management cadre is Concerned.
4. Selection of Trainers (Ref Graph: SC.GRP.SMG.4SOT.0076)

Desired Level

If we happen to look at the graph no SC.GRP.SMG.4SOT.0076, we will find that a majority of the respondents have desired the activity of Selection of Trainers. However, we can say that this activity is desired at a moderately higher level since 69% respondents have desired so now let us examine what factors have contributed towards such a perception. Surprisingly, a very conservative view has been taken by the respondents of the senior management cadre on the dimension of people's participation. This has probably affected the percent weightage of this activity. Only 38% of the respondents have desired people’s participation in this activity. It can be inferred that respondents feel that in selecting trainers there should not be much participation of general employees. A very high majority of the respondents (83%) have desired that this activity should be considered as relevant. Secondly, a high percentage of 80% of respondents have desired the dimensions of a need for laid down procedure and need for clarity of goals as regard to this activity.
Actual Level
As far as actual state of the activity of is concerned, the perception of the actual state of this activity is quite low amongst the respondents (20% only). However, if we look for the dimensions which contribute for such a low proportion, we will find that as high as 90% of the respondents feel that actually there is absence of people’s participation. Another 80% have no perception about the time and resources being spent on this activity. Hence, the overall perception of the actual state of this activity is poor.

Variation in Desired and Actual Level
If we look at the graph, we will find that a significant variation of 49% persists between the desired and actual level of the state of the activity. Now let us try to locate those dimensions, which contribute significantly for such a variation. Firstly a very high gap of 58% exists in the desired and actual perception on the dimension of relevancy. This has contributed significantly towards the gap. Secondly a high gap of 57% exists on the dimensions of the need for laid down procedure and equally high on the need for clarity of goals and objectives. Thus it can be observed that on majority of dimensions the gap exists, which is significant and needs attention.

5. Identification and Selection of Venue (Ref Graph: SC.GRP.SMG.5IOV.0077)

Desired Level
It can be observed from the graph no SC.GRP.SMG.5IOV.0077 that only 61% of the respondents of the senior management cadre have desired this activity. It can be inferred that this activity they have not preferred to a high extent but rather to a moderate extent. The dimension, which the respondents have desired the most amongst the entire five dimensions is the dimension of need for laid down procedure for this activity. A majority of 73% has desired this dimension. The dimension of relevancy of this activity follows the dimension of need for laid down procedure 70% of the respondents feel the need for this dimension. Thirdly the dimension of clarity of goals is desired. The overall assessment at desire level, therefore, is that not much energy is exhibited by the respondents of senior management cadre for the activity of Identification and Selection of Venue.
Actual Level
If we look at the graph we will find that the perception of majority of respondents about the actual state of the activity of identification and selection of venue is very low. Only 15% have the positive opinion about the activity. Whereas, the majority of 83% respondents does not have. Now let us see what dimensions contribute towards such a low perception. A very low of 13% of the respondents have a positive opinion about the actual state of the dimension of the need for laid down procedure and need for peoples participation for this activity. Even a majority of 85% of respondents has a low perception about the actual state of the dimensions of need for clarity of goals and need for investing time and resources. All these have contributed towards the low perception of the actual state of the activity.

Variation in Desired and Actual Level
the overall variation of perception in desired and actual state for this activity is 46%. If we compare the gaps amongst the dimensions then we will find that comparatively a very high gap exists on the dimension of need for a laid down procedure, which is of 60%. Second highest gap of 43% exits on the dimension of need for clarity of goals. Thus these two dimensions indicate where foremost thrust can be laid.

6. Pre-Training Counselling to Participants (Ref Graph: SC.GRP.SMG.6PTC.0078)

Desired Level
If we have a look at the graph no SC.GRP.SMG.6PTC.0078, we will find that 65% of the respondents have desired the activity of Pre-training Counselling to Participants and 35% have not desired so. Now let us examine those dimensions, which have contributed towards such a perception. If we see the desired state weightage in the graph we will find that majority of the respondents have desired this activity as relevant and have stressed the need for clarity of goals. 60% of the respondents have equally stressed the requirement for investing time and resources and need for laid down procedure for this activity.

Actual Level
If we look at the graph, we will find that 26% of the respondents have perception about the actual status of this activity. Individually, a low of 20% of the respondents have the perception
about the dimension of laid down procedure whereas 80% do not have. Only 23% have the perception that time and resources are being invested in this activity and 77% do not have. Only 25% have perception about people’s participation and majority of 75% do not have. Thus overall, these factors have contributed towards low score.

**Variation in Desired and Actual**
The overall gap between desired and actual state is of 39%. If we look at the individual dimensions we will find that highest gap exists on the dimension of need for clarity of goals where the gap is of 48%. This second highest gap exists on the dimension of relevancy where the gap is of 43% and the third highest gap of 40% exists on the dimension of need for laid down procedure.
7. **Post Training Interview (Ref Graph: SC.GRP.SMG.7PTI.0079)**

**Desired Level**

It can be seen from the aforesaid graph number that 76% of the respondents of senior management cadre have desired the activity of Post Training Interview. This is a moderately high level of preference. Individually speaking, the highest desired dimension of this activity is that people do consider this activity as relevant and majority of 85% of the respondents have preferred this dimension. This is followed by the dimension of need for clarity of goals and need for peoples participation where a majority of 75% of the respondents have desired them.

**Actual Level**

It can be observed form the graph that a very low percentage of the respondents have positive perception about the actual status of the activity of Post Training Interview. Only 21% of the respondents have and rest 79% do not have the perception about the actual state of this activity. At individual level it can be seen that 30% respondents have the perception of the dimension of relevancy. This is followed by the dimension of need for clarity of goals for this activity and
need for investing time and resources where 20% of the respondents have felt that these dimension exists.

**Variation in Desired and Actual**

The variation in overall perception of desired and actual level is of 55% (76-21) and gap between desired and actual state exists. Now let us examine those dimensions, which have contributed toward this gap. The highest gap exists on the dimension of the need for a laid down procedure, which is of 58%. This gap is a significant gap. The dimension of need for people's participation follows this where the gap is of 57%. The third dimension where the gap exist is of the need for clarity of goals where gap of 55% exists. Thus we can say that these three dimensions of the activity of Post Training Interview need special attention as far as senior management cadre have preferred.

8. **Post Training Evaluation of Training Program (Ref Graph: SC.GRP.SMG.8PTE.0080)**

**Desired Level**

At desired level, for the activity of Post Training Evaluation of Training Program, a majority of 79% of the respondents of senior management cadre has desired this activity and its dimensions. This is a high level of preference. A very high majority of 93% of respondents desire that this activity should be emphasized and considered as relevant amongst all concerned. A high percentage of 83% of the respondents have desired the dimension of laid down procedure and another 78% have preferred that there should be clarity of goals of this activity amongst all concerned.
Actual Level

The respondents of the senior management cadre have a low perception about the activity of Post Training Evaluation of training program. Only 31% of the respondents have the perception of the
actual state of this activity whereas a majority of, 69% of respondents does not have. The highest percentage as to the actual status amongst the five dimensions exists on the dimension of relevancy where 45% respondents feel that actually this activity is considered relevant. 35% feel that at actual level there is clarity of goals of this activity whereas a majority of 65% does not feel. In case of the dimension of time and resources 30 % have the perception whereas majority of 70% do not feel that actually this investment is being done.

Variation in Desired and Actual
The overall variation in the desired and actual perception is of 48%. The highest percent of variation amongst the entire five dimensions exists on the dimension of need for laid down procedure for this activity where it is of 60%. The second highest gap can be observed on all the dimension of need for people's participation where it is of 50% and this is followed by gap of 48% on the dimension of relevancy. Thus preference can be give to the dimensions of need for laid down procedure, people's participation and relevancy as far as senior management cadre is concerned.

9. Post Training On-The-Job Evaluation of Training (Ref Graph: SC.GRP.SMG.9PTO.0081)

Desired Level
It can be seen from the graph that 76% of the majority of respondents for the senior management cadre have desired the activity of Post Training On-the-job Evaluation of Training. This can be said to be a moderately high percentage. If we look at the individual dimensions, amongst the five dimensions than we will find that the highest preference has been given to the dimension of relevancy of the activity. As high as 80% of the respondents feel that this activity should be considered as a relevant activity. The second highest preferred dimension is the need for the laid down procedure. It is to say that a majority of 78% of the respondents feels that there should be laid down procedure for this activity. Thirdly there is a feeling and desire that more clarity should be brought about the goals of this activity and time and resources must be invested. A high of 75% of the respondents desire so.

Actual Level
The perception about the actual status of this activity and its dimensions is quite low. Only 12% of the respondents have the perception about the actual status of this activity whereas a high majority of 88% of the respondents does not have any perception about the actual state of this activity. Now let us examine those factors that contribute towards such a poor state of this activity. A very low percentage of respondents (8%) feel that actually there is laid down procedure and only 10% of the respondent’s feel that there is some people participation and some time and resources is being invested. However a very high majority of 90% of the respondents does not feel so.

**Variation in Desired and Actual**
A very high variation in perception as to the Desired and Actual status exists. 64% gap exists on the overall desired and actual level. If we look at the graph and compare the gaps as prevalent amongst all the five dimensions, we will find that highest gap of 70% exists on the dimension of a need for laid down procedure. Followed by a high gap of 65% on the dimensions of investing time and resources. The third highest gap exists on the dimension of relevancy where it is of 60%. It is worth noting that gap on other dimensions too exceeds 50%. However, on the basis of priority, attention needs to be given to need for laid down procedure, investing time and resources and dimension of relevancy. Some action plan is called for on these dimensions as far as senior management cadre is concerned.

**10. Identification of Gaps (Ref Graph: SC.GRP.SMG. 10IOG.0082)**

**Desired Level**
It can be inferred from the graph no SC.GRP.SMG.10IOG.0082 that overall 85% of the respondents of the senior management cadre have desired the activity of Identification of Gaps. If we look at the individual dimensions of this activity then we will find that the highest desired dimension is the dimension of being considered relevant. A very high majority of 95% of the respondents has desired that this activity should be considered relevant. 85% of the respondents have desired that there should be a laid down procedure for this activity. Another 83% of respondents preferred that there is a need for more clarity of goals of this activity amongst all concerned. Other dimensions such as people's participation and need for time and resources too
have been preferred by over 80% of respondents which is quite high. All this indicate high preference for activity of Identification of Gaps.

**Actual Level**
The respondents of senior management cadre have a very low opinion about the actual state of the activity of Identification of Gaps. 27% of the respondents have the perception of the actual state of this activity whereas a very high majority of 73% of the respondents does not have If we look at the individual dimensions than we will find that only a high-of 33% of the respondents have the perception of the actual status of the dimension of relevancy. 28% of the respondents have perception about the need for clarity of goals and need for peoples participation i.e they feel that actually there is clarity of goals amongst all concerned and there is people's participation whereas a majority of 72% do not have.

**Variation in Desired and Actual**
The overall variation between desired and actual state is of 58% (85-27=58) which is quite significant. The highest gap of 62% exists on the dimensions of relevancy and need for laid down procedure for the activity of Identification of Gaps. This is followed by a gap of 55% on the dimension of need for clarity or goals. Thus these three dimensions of the activity of Identification of Gaps need special attention as far as senior management cadre is concerned.
SUMMARY OF SENIOR MANAGEMENT CADRE (Activity Wise)
(No:SC.GRP.SMG.SUM01.0083)

Let us have a close look at graph number SC.GRP.SMG.SUM01.0083 that exhibits all the ten activities with their respective weight ages at desired and actual level. We can clearly draw a comparison amongst all the ten activities and also infer the activities that are preferred. It can be

SUMMARY OF SENIOR MANAGEMENT CADRE (Dimension Wise)
(No:SC.GRP.SMG.SUM02.0084)
seen from the graph that all the ten activities have been desired at a high average score of 77% i.e. to say a majority of 77% of the participants have desired that all the ten activities are needed for the organization and hence need attention. However if we prioritize the activities that need attention and thrust then we can clearly infer that the respondents of senior management cadre have emphasized the activity of Departmental Training Plans and Objectives to the highest level in comparison to other activities. This activity has been preferred by a majority of 87% of the respondents. This is followed by the activity of Training Need Identification where a majority of 86% of the respondents has desired so. The third highest emphasis activity is the Identification of Gaps where a majority of 85% of the respondents has given their preference. Thus these three activities form the areas where attention needs to be given on priority as far as Senior Management Cadre is concerned.

The above were the activities where thrust needs to be given on priority. Now let see those dimensions where the priority is to be given. All the five dimensions viz - Relevancy of activity, Need for laid down procedure, need for clarity of Goals, Peoples participation. Need for time and resources have been together preferred by a majority of 76% of the respondents of senior management cadre group. Highest preference has been given to the dimension of considering the activities as relevant where 84% of the respondents desire that the activities pertaining to training should be considered as relevant and all steps should be taken to make people feel the importance for the organization. The respondents have also desired that the activities should also have clear laid down procedure which should be followed by all concerned. This will strengthen the activities and equally 80% feel that more clarity should be brought about the goals and objectives of the activities pertaining to training.

Thus from the view of the respondents of senior management cadre group, out of the ten activities following three activities should be given priority

1. Departmental Training Plans and Objectives
2. Training Need Identification
3. Identification of Gaps

Dimensions for improvement in the activities

4. Relevancy
5. Need for laid down procedure
6. Need for clarity of goals