INTRODUCTION
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1.1 Introduction to the study

Andhra Pradesh Panchayati Raj Engineering Department (APPRED) is the second largest technical department under the Government of Andhra Pradesh. Providing and improving the access to the safe drinking water and sanitation facilities in the rural areas of Andhra Pradesh is one of the primary objectives of A.P. Panchayati Raj Engineering Department. The engineering personnel of the department has to cater to various diversified needs like Rural Water supply, Minor irrigation, Rural sanitation programme, Jawahar Rozgar Yojana works, Drilling of Tube wells programme, Protected water supply scheme, construction of school buildings, weaker section housing programmes, Integrated Rural Development programme works, Activities of Technology Missions on Drinking water, Laying of Roads, metalling, Netherlands Assisted Project Works etc. with growing sectoral allocations and multi dimensional activities, (as a result of Government's priority for Rural Development), work load on the APPRED, both in terms of physical targets and technology management is increasing continuously.

The Andhra Pradesh Panchayati Raj Engineering Department needs to develop continuously the competence of their staff who have to act as agents of Development. Because it is dealing with rural areas, it covers more than 70% of the people of the state, who are living in rural areas. These employees need high degree of motivation and complex skills to meet their challenging demands to satisfy the growing needs and aspirations of a large number of people from rural areas, whom they have to serve. But unfortunately very little is being done in this direction.

The department has an excellent stock of Technical and Managerial competencies in individual terms. But there appears to be certain blockades for effective utilization of these resources. Human Resources Development (HRD) is a growing field. It is very complex and multidimensional area and the knowledge base in HRD is developing and many organizations/Institutions have realised the importance of HRD and are giving their attention to develop their Human Resources. HRD has come to stay in India and it became an important dimension of modern management. If any organization has to stabilize, survive, develop and grow HRD is inevitable.

Because of the complex nature of vast and diversified duties and responsibilities of the engineering personnel of the A.P.Panchayati Raj Engineering Department, and the large area and number of people they have to serve, HRD is even more important and significant in this department.
The engineering personnel of the A.P. Panchayati Raj Engineering Department has to cater to diversified needs of vast Rural population, they are entrusted with challenging tasks and responsibilities and acting as agents of development in rural areas. But no scientific policy is being followed to equip them to meet their challenging tasks present and future.

These engineering personnel has to work under tremendous pressure with various constraints like limited financial resources, lack of access to latest developments in technology, systems and procedures, lack of the necessary facilities & infrastructure, expectations of the people, expectations of the superiors and subordinates, lack of proper training and placement, lack of recognition & motivation, lack of co-operation, lack of proper leadership and work guidance etc.

The existing vast Human Resources of the department are not properly utilised. No scientific policy is being followed for the best utilization and development of the capabilities of the vast Human Resources. No proper Human Resources auditing/accounting is being done. There is a considerable scope for developing the vast Human Resources of the department.

The success of any training depends upon the identification of current and long term training needs of a large group of employees in an organization and there is a correlation between the training need, the training methodology, contents of the training programme, the duration of the programme and the trainee (i.e., employee). Hence the identification of training needs is very important. Identification of training needs is an important step in the process of training, which is the foundation for the entire structure of the Human Resources Development.

The National Training Policy envisages that Training has to be organized for all employees of the government, with more emphasis on functionaries at the delivery and implementation stage of the government programmes, policies and schemes. As engineering personnel are directly incharge of execution of works, implementing the programmes, policies and schemes of the government, they naturally deserve more priorities in training of civil servants by the government.

In conformity with the operational guide lines of the National Training Policy issued by the Training Division, Department of Personnel & Training Ministry of Personnel, Public Grievances and Pensions, Government of India, the Government of Andhra Pradesh has formulated the state Training initiate for the state of Anhdra Pradesh. The state training initiative envisages provision of training / HRD inputs for all the government employees on annual basis to achieve a SMART (Simple, Moral, Accountable, Responsive and Transparent) government which caters to the needs of general public in an effective, efficient and quality manner.

Though the Governments are giving utmost important and top priority for training and huge amounts are being spent in Training of a large no. of engineering personnel working in various cadres in the government, so far no systematic effort has been made to scientifically analyze the Training Needs of these engineering personnel.
Though Training is one of the most important functional areas of management, Research studies on training are almost scanty when compared to the other areas of management. The amount of research done in the field of training so far mainly confined to specific areas of training like training aids, methods, evaluation and effectiveness of training. No sufficient effort has been made in the A.P. Panchayati Raj Engineering Department to identify the Training Needs of its engineering personnel.

Against this back ground that the present study on “A study of HRD – OD for AP Panchayati Raj Engineering Department : Identification of Training Needs of Engineering Personnel” has been taken up.

1.2 Objectives of the study:

1. To develop a scientifically identified inventory of training needs of engineering personnel of the A.P. Panchayati Raj Engineering Department.

2. To identify blockades (if any) for effective performance of these engineering personnel and suggest suitable remedies.

3. To find out new ways of developing employee competencies, performance standards skills and capabilities among the engineering personnel.

4. To develop an integrated Human Resource Development plan for imparting training for the engineering personnel of the A.P. Panchayati Raj Engineering Department by designing training programmes (based on identified training needs) and to provide for suggesting proper implementation, monitoring and evaluation mechanisms for these training programmes.

1.3 Origin & Evolution of A.P.P.R Engineering Department:

More than 70% of the people of Andhra Pradesh lives in rural areas. The economy of the state is having direct bearing on the rural economy. A.P. Panchayati Raj Engineering Department is involved in infrastructure building in all the rural areas of the state by construction, operation and maintenance of various, Water Supply & Sanitation schemes, Roads, Buildings, Minor Irrigation tanks check-dams etc. Panchayati Raj Engineering Department is the nodal agency to evolve, implement and maintain the needed infrastructure for economic development of rural areas of Andhra Pradesh. The main areas are: Rural Water Supply, Rural Roads, Minor Irrigation sources having less than 100Acrs of Ayacut. Rural Water Supply & Sanitation. Water sheds development and any other needed infrastructure developmental activity identified by the state Government from time to time in rural areas.

A.P. Panchayati Raj Engineering Department functions directly under the Ministry of Panchayati Raj & Rural Development at the state level having the Principal Secretary to Government, Panchayati Raj & Rural Development as its administrative head and the Engineer-in-Chief as its technical head and the principal advisor to the Government on all technical matters related to the Panchayati Raj Engineering Department, including supervision and control of all Engineering personnel working in the department.
In the year 1960, the Government of Andhra Pradesh have created Zilla Parishads and Panchayat Samithies by an enactment in order to concentrate on the development of rural areas. Accordingly the Government have felt the need for creation of a separate engineering wing exclusively for effective implementation of developmental programmes at Gram Panchayat, Panchayat Samithies and Zilla Parishad level in rural areas and created Unified Engineering Services, during the year 1960. Unified Engineering Services was having a skeleton engineering staff at Panchayat Samithies, Revenue divisions and at District level. Unified Engineering Services is the beginning of the A.P. Panchayati Raj Engineering Department.

Later, the Unified Engineering Services was merged in to the A.P. Local Administration Engineering Services. The Chief Engineer (Buildings & Public Health) was designated as Chief Engineer (LAES). By end of 1965, Local Administration Engineering Services became a full pledged organization with one Chief Engineer, three Superintending Engineer for the entire state and one Executive Engineer with supporting staffs in each district. Subsequently the Government have re-designated the A.P. Local Administration Engineering Department as A.P. Panchayati Raj Engineering Department.

In the year 1967, the Government of Andhra Pradesh have created the post of Chief Engineer (Panchayati Raj) to have better supervision and control over these Engineering personnel. Since then the Panchayati Raj Engineering Department has grown significantly and diversified its activities in various areas and undergone a number of changes to meet the rising demands and expectations of a large no. of people living in the rural areas of the state.

Over the years the Government of India and the Government of Andhra Pradesh are giving more importance for development of rural areas through increased budget allocation. As Rural Development has become the priority area in the successful plans much emphasis is being given for the infrastructure building and development of communication network which eventually helps to develop economic growth in rural areas, (i.e. Rural Water Supply, to provide safe drinking water to all habitations for the better health, to develop Minor Irrigation sources in order to increase the productivity, to develop water sheds for conservation of water resources and maintenance of environmental ecology). Since its inception the A.P. Panchayati Raj Engineering Department is being strengthened from time to time to cope up with the enhanced work load due to new schemes and became a big organization.

In the year 1961, the National Rural Water Supply Scheme (NRWS) was replaced by Rural Water Supply (RWS) scheme. Supply of drinking water through protected water supply pipes (PWS) schemes was also taken up.

The activity of providing safe drinking water in rural areas gained momentum with the arrival of Drilling Rigs in the department and launching the Bore Wells programme. Since 1961, the Department was attending both the Panchayati Raj works and all types of works related to Rural Development including Rural Water Supply works. During 1972 to 1978, a number of separate divisions, subdivisions and sections were for created exclusively to look after the works related to Rural Water Supply to concentrate on RWS programmes.

With the increased budgetary allocation to Rural Development, in tune with the Government's policy of providing more facilities like water supply and sanitation in rural areas, the Government of India began to release more funds under "Accelerated Rural Water Supply"(ARWS) programme. The work programme under(RWS) sector became heavy. As the Government is paying more and more attention in providing better infrastructure like Roads, Buildings, Minor Irrigation Tanks, Rural Water Supply Systems, the total work load on A.P. Panchayati Raj Engineering Department has enhanced many folds and created a demand for additional staff to strengthen the department at all levels of execution.

In addition to this, external aid for providing safe drinking water in fluoride affected areas came in the year 1985 from the Royal Netherlands Government and special staff was sanctioned under N.A.P. Similarly external Aid from Overseas Development Agency (ODA) of United Kingdom for construction of school buildings was made available during the year 1984 and continued up to 1996 in different phases. The Government of India also increased allocation for construction of School buildings under Operation of Black Board (OBB) programme.

Since, 1990, the department was also entrusted with the task of reconstruction of cyclone damages to roads, M.I. sources and water supply scheme in rural areas with special staff right from the level of Chief Engineer to the level of Assistant Executive Engineers and Assistant Engineers. Every time when ever a new scheme was launched, either by the State or by the Central, the A.P. Panchayati Raj Engineering Department was burdened enormously as it is the implementing agency at the state level.

FUNCTIONS OF THE A.P. PANCHAYATI RAJ ENGINEERING DEPARTMENT

1) To extend technical support (including preparation of Design, Estimates, Drawings etc.) Zilla Parishads, Mandal Parishads and Gram Panchayats in implementing various developmental activities in rural areas.

2) To provide safe drinking water to all habitations and extend technical support to the institutions for the sustainable maintenance of water supply systems.

3) To implement drinking water supply projects aided by the Government of India and other agencies like the Royal Netherlands Government etc.

4) To install, and maintain Hand pump systems.

5) To implement rural sanitation programme in the state by providing individual latrines, storm drains, disposal of solid waste and to create awareness among general and rural people on health and hygiene.
6) To lay and maintain Roads, in all the Rural areas of Andhra Pradesh

7) To establish and to improve the rural communication network in the state of Andhra Pradesh.

8) To construct and maintain elementary school buildings and secondary school buildings primary health centres, veterinary hospitals etc. in rural areas, owned by Panchayati Raj Institutions.

9) To create Minor Irrigation sources having 40 Ha ayacut and below and to maintain the existing water sources for irrigation purpose.

10) To implement wage employment programmes such as Jawahar Rozgar Yojana Employment Assurance Schmes and Watersheds development programmes to conserve water by duly utilising local resources.

11) To implement "JanmaBhoomi" programmes in the state of Andhra Pradesh.

12) To implement any infrastructure developmental activity associated with economic development in rural areas being taken up by the Government of Andhra Pradesh from time to time.

13) To search for ways and means to augment the resources needed to achieve the goals of the department.

14) To ensure optimum utilisation of human resources and to have proper supervision and control over these personnel.

**Future Plans :-**

The Government of Andhra Pradesh have embarked upon a master plan, Andhra Pradesh – Vision 2020, which envisages the overall development of the state in terms of growth equity and quality of life. To achieve this goal the following targets are set for A.P. Panchayati Raj Engineering Department.

- Universal access to safe drinking water and basic sanitation.

- All weather Rural Roads connecting all habitations and 70% of all roads to be paved.

- To reduce the rural unemployment by providing wage employment schemes

As part of the Andhra Pradesh vision 2020, the department has set the target of achieving universal access to safe drinking water and basic sanitation and providing Rural Roads connecting all habitations in the state by the year 2005. (At present there are 11,700 habitations in the state to be provided all weather roads the estimated cost is Rs. 2150 crores. The government proposes to meet this expenditure by mobilizing assistance from external agencies and enhancing state allocations and there are 36,280 habitations
which are either partially covered or not covered by Rural Water Supply scheme. The estimated cost to lovely all the 36,280 habitations is Rs. 5418 crores. The department is planning to cover all individual house holds living below the poverty line with sanitary latrines. These are 92,11400 house holds to be covered. The unit cost is Rs. 2500 out of which the beneficiary will contribute Rs. 500/- and the estimated expenditure of Govt. to provide sanitary latrines to all the 92,114,00 house holds is 1842.28 crores.

1.4 Current HRD Practices in the A.P. P.R. Engineering Department :-

The Government of Andhra Pradesh is giving utmost importance to the development of its Human Resources. The Government has realized the need for the administrative machinery to be sensitive to the dynamics of development and respond to the needs and aspirations of the people in a developing state like Andhra Pradesh. The Government of Andhra Pradesh has embarked upon massive training programme. Panchayati Raj Engineering Department, being one of the major departments of the Government of Andhra Pradesh has, in tune with the state training action plan has taken up the huge task of training all cadres of Engineering Personnel. Being one of the progressive department of the Government of Andhra Pradesh, which is directly involved in implementing the policies and programmes of the state government in to action, the AP PRED has gained more attention by the Govt. as it is mainly involved in innovative programmes like Janmabhoomi, Prajalavaddaku Palana / taking administration to the door steps of the people and other community development programmes.

As per the operational guide lines issued by the Training Division, Department of Personnel and Training Government of India, The Government of Andhra Pradesh has announced State Training Initiative. According to the State Training Initiative existing training infrastructure was strengthened to ensure optimum utilization of resources. Decentralization of training efforts was taken up by setting up regional, district and divisional level training centres and necessary efforts are being made by the government in building up trainer capacities in all these training centres.

The Government of Andhra Pradesh, has constituted various committees at state level and district level to review the implementation of the programmes. The state level executive committee on Human Resources Development for Rural Water Supply and sanitation sector will be headed by the Principal Secretary to the Government PR & RD Department. It consists of commissioner Rural Development, Engineers-in-Chief (Panchayati Raj), Secretary, Medical & Health, Chief Engineer (Rural Water Supply), Commissioner and Director, Technical education / executive level committees on Human Resources Development for Rural Water Supply and Sanitation shall be headed by the concerned district collectors. The members include all Executive Engineer (PR) and certain selected Non-Govt. Organisations in the district who are active in Rural Water Supply and Sanitation sector. The Superintending Engineering (Panchayati Raj) in the concerned district shall be the conveyor.

The A.P. Panchayati Raj Engineering Department has given due importance to the development of its Human Resources. A separate HRD cell is functioning exclusively to look after Training and Development aspects of the Engineering’s personnel of the department. The HRD cell is under the charge of an officer in the rank of a Chief
Engineer who is designated as Executive Director (HRD). An officer in the rank of Executive Engineer, who is designated as Deputy Director (HRD) along with 2 Deputy Executive Engineers (who are designated as Managers (training) with the supporting staff to assist. This HRD cell is directly responsible for implementing the training action plan of the department. This cell is responsible for giving feedback Engineer-in-Chief, Government of Andhra Pradesh & Government of India on the programmes and the functioning of various activities in the Rural Water Supply and sanitation sector in the state.

The HRD cell is conducting various training programmes both for sector professionals and gross-root level functionaries of the department. Hitherto, these programmes are being conducted at the HRD cell, attached to the office of the Engineer-in-Chief (PR), Hyderabad. Recently, the Government of A.P. has issued orders, transferring the training personnel attached to the office of the Engineer-in-Chief (PR) to the administrative control of the commissioner, Andhra Pradesh Academy of Rural Development where better infrastructure facilities are available. These orders came into force with effect from 1st January 2000.
Organisation Chart of APPRED

Engineer-in-Chief

Chief Engineer (RWS)  Chief Engineer (Admin)  Executive Director (CE)

Joint Director:

Dy. Director (EE)-1

Executive Engineer (Tech)-1

Executive Engineer QC (RWS)

Chief Engineer (W&ES)

Executive Engineer - 1

Chief Engineer (WB&NABARD)

Executive Engineer - 2

Chief Engineer (Vig)

Superintending Engineer - 13

Executive Engineer QC (PR)-5

Executive Engineer - 68

Dy. Executive Engineer - 351

Section Officers & MEOs-1734

Chief Engineer (W&B)