CHAPTER – VI

RECOMMENDATIONS
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In this chapter, recommendations are offered to improve in-house training in the Department of Health and Family Welfare, Government of Andhra Pradesh.

1. To make the in-house training in the department consistent, purposeful, and a planned exercise, there is a need for clear-cut training policy for the department. A definite and formal policy on training that indicates the commitment of management would go a long way to strengthen the training function in the department. The training policy should state the objectives and scope of all training activities, approaches to training-needs assessment, type of training courses for persons in different cadres, the minimum length of service and other criteria for determining the eligibility of persons for different training courses, the priorities and financing arrangements, and the roles and functions of different sub-systems to monitor and evaluate training. A clearly enunciated policy framework on training will make training in the department more systematic.

2. The structure and organisation of the in-house training institutions in the department need to be revamped; strong vertical and horizontal linkages need to be established between training institutions on the one hand and the training wing and line department on the other. Appropriate structures and reporting relationships need to be established to make in-house training in the department more systematic. The structure suggested for the department is presented:

   a. All the in-house training institutions in the department of health and family welfare should be brought under the administrative, financial and technical control of the Indian Institute of Health and Family Welfare (IIHFW)

   b. All the training institutions should be made autonomous institutions in functional matters, and should be made subordinate institutions of IIHFW

   c. All the District Training Centres (DTCs) should report to Regional Family Welfare Training Centers (RFWTC). The RFWTCs should be responsible for providing administrative, financial and technical support to the DTCs in their jurisdiction. The RFWTC's should function under the overall supervision of the apex agency, IIHFW.
d. The IIHFW should coordinate all the training, health service research and consulting function in the state; in doing so, it should provide support to the RFWTCs and DTCs.

e. Linkages between line departments and the training department should be strengthened by constituting advisory committees at each level; these committees should have key officials from both the wings as their members. A training structure and reporting relationship is presented below as a schematic diagram, in figure 6.1.

**Figure 6.1**

![Proposed training structure diagram]

The state advisory committee should consist of all the key officials like Secretary H&FW, Commissioner F.W, Director Health, and heads of other wings like AVVP, DME and other important stake-holders. The Secretary H&FW should preferably be the chairman of the advisory committee. The zonal advisory committees and district advisory committees should have all the corresponding zonal / district officials as their members.

The advisory committees will address all the important stages of a training cycle in the department - like conducting TNA, timing of training programmes, nominations for training, and evaluation of training.
The structure suggested which involves establishing much needed linkages between the line and training wings in the department provide an excellent platform to address many of the problems noticed in training; these include the timing of training, coordination between different wings of H&FW department, TNA of employees, etc.

3. To make the nominations to training programmes more rational and systematic, a comprehensive database of the employees should be created (manpower training information system) in the H&FW department. The database should maintain information on recruitment, movement, training status, and performance appraisal of employees. This information should be computerised to enable their quick access by training institutions as well as line managers. A district-level database of employees should be maintained by the DTCs, the regional level data by the concerned regions RFWTCs, and the state level database by the IIHFW. The initiative in building such a database should be taken by the IIHFW.

4. Instructional technology being used in in-house training institutions should be made more relevant and participatory. The trainers in these institutions in the department still use lecture method as a predominant method of instruction. This need to be changed in favour of more trainee-centered methods like case studies, community-based training, hands-on practical training etc. Apart from building the capacities of the trainers through regular ‘training of trainers’ (ToT) courses, the training design of courses should be done in such a way that it gives scope for use of right method by the trainers.

5. Selection of trainers to training institutions should be through both direct recruitment, and deputation of field personnel. Apart from academic qualification, experience in training and interest and aptitude for training should be an important criterion for recruitment.

6. To make training an attractive option, and to retain good trainers in the training department, incentives like special pay and other incentives, and facilities higher than those available to equivalent positions in the line department could be considered. The possibility of creating a separate cadre of trainers could also be explored. However, to make trainers keep pace with changing field realities, and to prevent training from becoming theoretical, opportunities should be provided for rotation of trainers between field and training institutions on deputation.
7. To make the training department accountable for the training it imparts, periodic comprehensive, ‘training audits’ should be done to find out the efficacy of training and its impact on the organisation. The training audit should focus on the extent of change that has been brought in the knowledge, skills, and attitudes of the personnel working in the department, as a consequence of training. It should also examine if there has been any significant application of this learning at the work place; it should identify weak links in the department’s strategies, systems, and methods, and suggest corrective measures to improve them.

8. There is an urgent need to address the problem of infrastructural constraints - manpower, physical and financial. Systems should be built up to address recurrent infrastructure constraints.
   a. The problem of large number of vacancy positions of trainers should be tackled through direct recruitment, and providing minimum fixed tenure to trainers in the training department; the scope for promotion and advancement within the training department should be explored. Discretion should be given to the heads of the training institutions to recruit retired trainers on a temporary basis during the periods of intense training activity.
   b. The system of providing ‘institutional overheads’ as a certain percentage of the course budget - like it is done in RCH-I training programmes, should be continued for all the training programmes conducted by the training institutions in the department, as it was found to be effective in keeping the infrastructure of these institutions in good repair. The funds so mobilised should be at the disposal of the head of the concerned training institution, to be spent for institutional development, maintenance, or any other activity related to training.
   c. To utilise the training infrastructure optimally, in lean periods, the RFWTCs and DTCs should be permitted to rent out their facilities, and take up training programmes for outside agencies. The money so mobilised should be allowed for use in institutional development and research by the concerned authorities.

9. The competencies of the trainers should be built up through ToT courses. The IIHFW should conduct periodic TNA for the trainers and organise special
programmes to enhance their competency in relevant areas like management, IEC, demography and clinical skills, depending on their area of specialisation. Further, trainers should be provided the best opportunities to enhance their competencies through regular training and study tours within the country and abroad.

10. Considering the fact that the contribution of training institutions in the state in the field of health research is negligible, research on training and evaluation should be accorded high priority. The training institutions should play a more active role in conducting policy research, operational research, TNA and impact evaluation studies to solve/understand the performance problems faced by the healthcare delivery system. Training research should also focus on finding appropriate methods of pedagogy to be used in trainings in state-specific situations.

11. The scope for 'on-the-job training' of primary healthcare personnel should be fully utilised to supplement the efforts of institutional training. The supervisory officials working in the field should be provided with basic training skills to enable them perform effectively, the role of on-the-job trainers to their next lower functionary. Every functionary should be imparted with basic skills of training along with other aspects of course curriculum covered in various training programmes that the department conducts.