Appendix

Interview Schedule

General information

1. Name:

2. Age:   (a) 20-30   (b) 31-40 (c) (41-50) (d)Above 51

3. Sex:    (a) Male   (b) Female

4. Education Level: (a) High school (b) P.U.C (c) Graduation (d) Post Graduation (e) Others

5. Marital status:   (a) Single (b) Married

6. Religion: (a) Hindu (b) Muslim (c) Buddhism (d) Jainism (e) Christian
(f) Others

6. Family size: (a) Below 2 (b) 3-4 (c) 4-5 (d) 6-7 (e) Above 7

7. Family income: (a) Below 80000  (b) 100000 (c) 150000 (d) 200000 (e) Above 2500000

8. Family structure: (a) Nuclear (b) Extended (c) Joint

9. Geographical Back ground: (a) Rural (b) Semi rural (c) Urban

10. Place of work: (a) Head office (b) Branch office (c) Rural Urban

11. Length of service: (a) 2-3 (b) 4-5(c) 6-7 (d) above 8
Part II- Specific Information

1. The Objectives of Planning Policy in Public and Private Banks
   (a) Acquire and possess the right people
   (b) Helps the banks to prepare profit plan
   (c) Ensures regular and smooth supply of personnel
   (d) Helps to identify the training needs
   (e) Helps to assess or forecast the future skills

2. What are the Components considered by Banks for preparing micro level planning
   (a) New branches
   (b) Existing branches
   (c) Administrative offices
   (d) Replacements

3. Approaches used in recruitment and selection of employees
   (a) Examination and Interview
   (b) Reservations
   (c) Compassionate Grounds

4. Reasons for Managerial and Supervisory Training
   (a) Creating a pool of readily available
   (b) Enhancing the bank's ability
   (c) Building efficient and effective team

5. Reasons for Formal Training
   (a) To reduce learning period
   (b) To improve present job performance
   (c) Any other

6. Opinions of Managers about Benefits of Training to Employees
   (a) Increased productivity
   (b) Reduced employee turnover
   (c) Increased efficiency
   (d) Decreased supervision
7. Age and Opinions of Employees about Benefits of Training
   (a) Better Relations
   (b) Job Satisfaction
   (c) Not Helpful

8. Opinions of Respondents towards of Types Training Received
   (a) Classroom Lecture
   (b) On side visits
   (c) Conferences
   (d) Seminar

9. Opinions of Respondents about Colleges attended for Training
   (a) The Bankers Training College- Bombay
   (b) National Institute of bank management
   (c) The Indian Institute of Bankers
   (d) Training Colleges and centres of State Bank of India

10. Opinions of the Respondents about the Training Materials provided by Mobile Training Units.
    (a) 20-30
    (b) 31-40
    (c) 41-50
    (d) Above 51

11. Opinions of Managers about when should Performance Appraisal be performed.
    (a) 45 days of employee appointment
    (b) Reviewed quarterly
    (c) On an annual basis

12. Opinions of Managers about Objectives Performance Appraisal
    (a) To effect promotions based on competence
    (b) To confirm the services of probationary employees
    (c) To determine the T&D needs of employees
    (d) A basis for promotion, transfer and demotion
    (e) It is the criterion for training programmes
    (f) It is used for rewarding good performance
13. Opinions of Respondents about Reasons for Promotions
   (a) Promote Change
   (b) Instil Status and Prestige
   (c) Offer more Responsibilities
   (d) Avoid Conflicts

14. Opinions of Managers Respondents about the Basis for Promotion
   (a) Seniority
   (b) Merit
   (c) Both Seniority and Merit

15. Opinions of Managers about Types of Transfers
   (a) Ordinary or rotation transfers
   (b) Voluntary or request transfers.
   (c) Compulsory or punishment transfers

16. Opinions of Respondents about Reasons for Effecting Transfers
   (a) To remove vested interests
   (b) To bring effectiveness
   (c) Improve customer service
   (d) To check frauds

17. Opinions of Respondents about On-the-Job-Techniques of Training
   (a) Orientations
   (b) Job Instruction
   (c) Apprenticeships
   (d) Internships and Assistantships
   (e) Job Rotation and Coaching

18. Opinions of Respondents about off-the-job Training Techniques of Training
   (a) Lectures
   (b) Films, Television
   (c) Seminar/ Conferences
   (d) Case Studies
   (e) Role Playing
19. Opinions of Respondents about Special Training Methods
   (a) Coaching/understudy
   (b) Job rotation
   (c) Special/ Committee Assignment

20. Opinions of Managers about Need for Undergoing Special Training
   (a) Yes
   (b) No

21. Age and Opinions of Respondents about Vitality of Training in Essential Areas
   (a) 20-30
   (b) 31-40
   (c) 41-50
   (d) Above 51

22. Opinions of Respondents about Vitality of Training in Essential Areas
   (a) Better relations
   (b) Job satisfaction
   (c) Promotion
   (d) Not helpful

23. Opinions of Managers about Benefits of Training to Employees
   (a) Increased productivity
   (b) Reduced employee turnover
   (c) Increased efficiency
   (d) Decreased supervision

24. Opinions of Respondents about the Elements on which Training Objectives are based on.
   (a) Job requirements
   (b) Promotions
   (c) Productivity
   (d) Individual need
   (e) Don’t know
25. Purposes of Employee Training and Development in Banks
   (a) Creating a pool of readily available and adequate replacements
   (b) Enhancing the Bank's to use technology due to knowledgeable staff
   (c) Building a more efficient, effective and highly motivated team
   (d) Ensuring adequate human resources for expansion into new programs

26. Opinions of Respondent about Management Development Methods
   (a) Simulation method
   (b) Case study approach
   (c) Role play
   (d) Management Games
   (e) In-basket
   (f) Behavior modeling
   (g) Outdoor-oriented programmes

27. Opinions of Respondent about the Approaches to Training
   (a) Administrative approach
   (b) Welfare approach
   (c) Political approach
   (d) Organizational approach
   (e) Systematic or need

28. Opinions of Respondents about Being Nominated for Training
   (a) Always
   (b) Most of the times
   (c) Some times
   (d) Never

29. Opinions of Respondents about Criterion of Trainee’s Selection
   (a) Trade Unions
   (b) Education background
   (c) Nature of Training
   (d) Don’t Know
30. Opinions of respondents about Department involvement in Designing Contents of Training and Delivery
   (a) Training Dept
   (b) HR Dept
   (c) Head office
   (d) Don’t Know

31. Opinions of Managers about Allowing Employee Attend Training
   (a) Always
   (b) Most of the times
   (c) Some times
   (d) Never

32. Opinions of Managers about Arrangement for Substitute
   (a) Relocation of members
   (b) Close the office
   (c) Shift the staff
   (d) Manager assumes Responsibility

33. Opinions of Respondents about the Reasons for Attending Training
   (a) Out of own interest
   (b) Out of compulsion
   (c) Get certificate for promotion
   (d) To meet job requirement

34. Opinions of Respondents about Areas they have attended Training
   (a) General Management
   (b) Marketing Management
   (c) Personnel Management
   (d) Finance Management
   (e) Computer Skills

35. Opinions of Respondents about the Problems Faced During Training
   (a) Bias
   (b) Favouritism
   (c) Poor guidance
(d) No problem

36. Opinions of Respondents about why Attend Training
   (a) Out of own interest
   (b) Out of compulsion
   (c) Get certificate for promotion
   (d) To meet job requirement

37. Sex and Opinions of Respondents about Number of Training Attended
   (a) 1-2 Times
   (b) 3-4 Times
   (c) 5-6 Times
   (d) More than 6

38. Opinions of Respondents about Areas Bank Sponsor Training Programmes.
   (a) Leadership development
   (b) Executive training
   (c) Technical training
   (d) Computer training

39. Opinions of Respondents about Effectiveness of Training Programmes
   (a) Excellent
   (b) Good
   (c) Average
   (d) Below Average

40. Opinions of Respondents about level of Satisfaction with Training Programmes
   (a) To Great Extent
   (b) To Some Extent
   (c) To Little Extent
   (d) Not at All

41. Opinions of Respondents about Who Ascertains Training Needs
   (a) Superiors
   (b) Employees
42. Opinions Respondents about Areas Bank Assess Training Needs
   (a) Management Area
   (b) Performance Appraisal Areas
   (c) Customer Management
   (d) Any other

43. Opinions of Managers about Reasons for Conducting Training Needs
   (a) To know where training is needed
   (b) To allocate how much to spend
   (c) To be certain of who needs to be trained

44. Opinions of Respondents about whether Evaluation of Training is carried in banks
   (a) Yes
   (b) No

45. Opinions of Respondents about Who Evaluates Training
   (a) Training Department
   (b) HR department
   (c) Training centers

46. Opinions of Respondents about Benefits of Evaluation of Training
   (a) Promote banking business efficiency
   (b) Identify cost effective and valuable training
   (c) Ensure the transfer of learning into the workplace
   (d) Use and reinforce techniques learned
   (e) Help define future development objectives

47. Opinions of Managers about Benefits of Implementing Training Evaluation
   (a) There will be data about effectiveness of training at multiple levels so that the overall question about the effectiveness of training can be better addressed.
   (b) Data about training effectiveness will be based on rigorous evaluation designs.
   (c) Curriculum which will have data focused on specific aspects of training, allowing for targeted revisions of material and methods of delivery.
   (d) Since in banks training is developed and/or delivered by various training entities there are many variations of training.
(e) Evaluation provides a standardized process for systematic review and evaluation of these different approaches.

48. Opinions of Respondents about Purposes of Evaluation of Training
   (a) To decide whether to continue offering a particular training programme
   (b) To improve future programmes
   (c) To validate the existence and job as a training professional

49. Opinions of Managers about the Purposes for Evaluation of Training
   (a) Collecting and analyzing data
   (b) Determinations of objectives
   (c) Proving

50. Opinions of Respondents about Trainers Meeting their Satisfaction
   (a) The trainer meets their specific needs for training
   (b) The trainer held their attention throughout the training session
   (c) The trainer was interactive in his/her approach
   (d) The trainer offered a chance to voice their questions or concerns

51. Opinions of Respondents about Difficult of Transferring of Learning to Jobs
   (a) The training program didn’t provide the opportunity to apply practical skills,
   (b) Lack of organizational or management support
   (c) The employee did not learn skills that were applicable immediately to his/her job
   (d) No follow up (e.g., action planning, “check ins” to see how it is going
   (e) Inability to focus in the classroom due to frequent interruptions for work assignments.

52. Opinions of Respondents about Evaluation of Training Programmes
   (a) Good
   (b) Average
   (c) Poor

53. Approaches of evaluation of Training in banks
   (a) Expediency Approach
   (b) Interest of stakeholders
   (a) Individual
   (b) Manager
   (c) Training Department

55. Sex and Opinions of Managers about Reasons for Evaluating Training Programme
   (a) To see how future programs can be improved
   (b) To determine whether training should be continued
   (c) To justify the existence of the training department

56. Opinions of Managers about Quantifiable Results for Evaluating Level Four
   (a) Increased production
   (b) Improved quality and decreased costs
   (c) Reduced frequency and/or severity of accidents
   (d) Reduced turnover and higher profits

57. Opinions of Respondents about Objectives of Evaluating Impact of Training Programmes.
   (a) To understand the impact of training
   (b) To understand how training affected participant’s
   (c) To understand the efficacy of institutionalizing an evaluation process

58. Opinions of Employees about Professional Relevance of Training
   (a) Practical application
   (b) Program content
   (c) Benefits of training
   (d) Ability to share the information

59. Opinions of Managers about Challenges of Evaluation
   (a) Training results and outcomes are usually complex
   (b) Evaluating training gains or influences on banks effectiveness and performance is a very hard task
   (c) Measuring the relationships between training and organizational performance

60. Opinions of Managers about how to overcome evaluation of training difficulties.
   (a) Line managers should be involved
   (b) Measurements need to be revised