

भारत सरकार/Government of India
परमाणु ऊर्जा विभाग / Department of Atomic Energy
प्रशासनिक प्रशिक्षण संस्थान/ Administrative Training Institute



**Evaluation of Refresher Training Programme for Junior Purchase
Assistant and Junior Storekeeper conducted during
17.06.2019 to 20.06.2019**

November, 2022

Administrative Training Institute
DAE Convention Centre

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Evaluation of Refresher Training Programme for Junior Purchase Assistant and Junior Storekeeper conducted during June 17 - 20, 2019

I. Introduction

ATI conducts about 70 Training Programmes in a year. These include department specific mandatory Induction Training Programme to the new recruits in the Administrative, Purchase and Stores, Driver, Security and Official Language cadre of Constituent Units of DAE, Orientation programmes on service-related matters, legal issues, financial matters, vigilance topics, Computer, soft skills for Medical, Paramedical staff are conducted. Programmes on Project Management and Contract Management for Scientific Officers / Engineers of the Department are also conducted. On an average about 2500 employees are trained in these programmes.

Evaluation of training programme is a recognised tool for measuring the effectiveness / outcome of a training programme and to improve any shortcomings. A well designed training programme not only helps the trainee in acquiring new knowledge and skills required to perform the present and future tasks but also brings a qualitative change in the attitude of trainees towards their work. The success of a training programme depends not only on the learning and skills acquired by the trainees, but also the confidence of the trainees in implementing learning in their day to day work.

II. Training Programme

In order to evaluate the effectiveness of a training programme, it was decided to identify a suitable programme with sufficiently longer duration i.e. say 3 or more days, and where some time has elapsed, since the completion of programme, allowing the Reporting Officer to evaluate the trainee's performance after the programme. However, it was also decided to identify a programme which had been conducted in the recent past, to help the Trainees and their Reporting Officer to attribute the changes to the training programme. It was decided to identify one of the Refresher Programmes conducted in the recent past for evaluation since, these programmes are of sufficient duration and are intended to re-skill the employees, giving an opportunity to compare the work of the trainees in the pre-training and post-training periods.

Based on the above considerations, the Refresher Training Programme conducted for Junior Purchase Assistant and Junior Storekeeper from 17.06.2019 to 20.06.2019 was identified for evaluation.

The Refresher Training Programme for Junior Purchase Assistant and Junior Storekeeper was conducted from 17.06.2019 to 20.06.2019 in Offline Mode at ATI '0' Floor, V S Bhavan, Mumbai. The target group for the

programme was JSK/JPAs who had completed about 3 years of service in DPS. A total of 49 employees participated in the programme. **Annex - I** indicates the topics covered during the programme. The topics included cover a major portion of the knowledge and skills required for day to day performance of the trainees.

III. Designing of Evaluation

There are a number of model on evaluation of training programmes. The Kirkpatrick Model, an internationally recognized tool for evaluating and analyzing the results of educational, training and learning programs. It consists of four levels of evaluation: Reaction, Learning, Behaviour, and Results. Each successive level of the model represents a more precise measure of the effectiveness of a training program.

The above model with suitable modification was chosen for evaluating the training programme. Earlier, at the time of training, the trainees were asked to indicate their work area, expectations from the programme etc, to identify the entry behaviour of the trainees. A blank nomination form is attached as **Annex II**. Soon after completion of the training, the trainees were requested to give their feedback on various parameters of the training programme. A blank feedback format is attached as **Annex III**.

Successful outcome of a training programme is important to the organization because of the cost and manpower invested in conducting the training programmes and the harm a badly designed training programme can do to the Organization. Therefore the perspective of the organization on the outcome of the training programme is important in evaluating its overall efficacy.

Therefore, a questionnaire containing similar questions on the training programme, as per **Annex IV** and **Annex V**, was obtained from the Reporting Officer and the Trainee, to measure the perspective of both the trainees and the management. First set of questions measured the extent of learning by the Trainees, application of the learning in day to day work sphere. This helped in measuring the efficacy of the training programme. *The rating was on a scale of 1 to 5, 5 being of the greatest extent and 1 of least extent. Second set of questions measured the quality of the training programme and the scope of their improvement. Here the response sought was the factors affecting or enhancing the training programmes.*

The individual formats were forwarded to 49 trainees and their Reporting Officer. About 34 trainees and their Reporting Officer have furnished their ratings, which are discussed herein below.

IV Evaluation - Effectiveness of Training

i. Extent of application of the learning in the job

The effectiveness of a training programme can be measured by the extent to which the trainees are able to apply the learning on the job. The participants (the term "participants" includes both Trainees who attended the training programme and their Reporting Officers in contra to the word "trainees" which is used to refer those who attended the training programme) were asked to rate the extent to which the trainees could apply the learning of the training programme to their job. The response of the participants is given in a bar chart below.

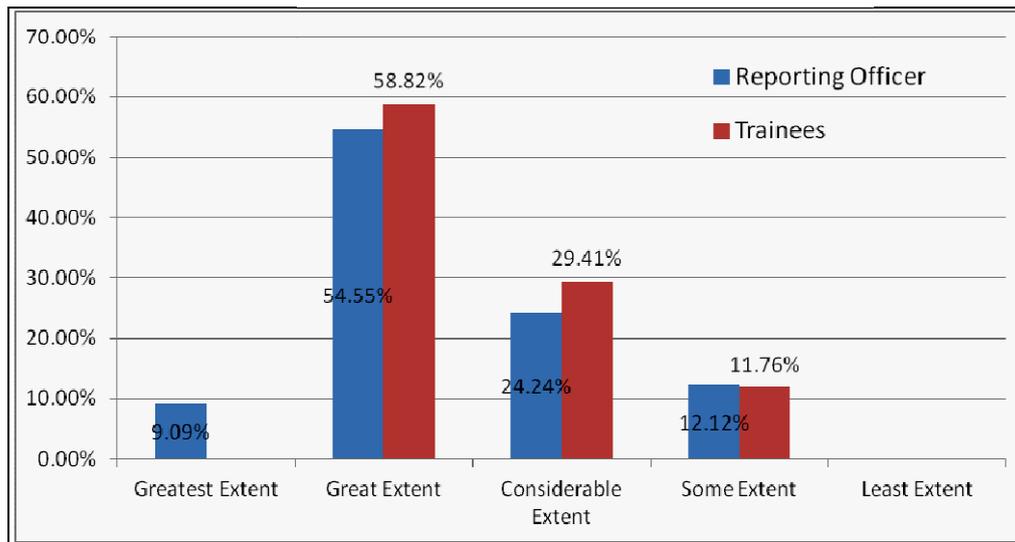


Fig 1: Extent of application of learning in the job

It is observed that about 60% of the participants have indicated that the trainees could apply the learning in their job to a great extent. It is observed that the 9% reporting officers opined that the application of the learning in the job has been to the greatest extent.

ii. Skill and Attitudinal improvements

A positive attitude of employees towards the work depends, to a large extent, on their understanding of the work and the confidence they have on the skill they possess to complete it. Training programmes are expected to bring a positive change in the attitude of the trainees by equipping them with the skill and the knowledge needed to successfully complete the tasks. For the present evaluation, Attitude was taken as work related viz., clarity of thought, positive outlook and Behaviour as general demeanour of the employee viz., enthusiasm, willingness to learn or work, willingness to take responsibility etc. The participants were asked to indicate the areas of improvement in terms of skills, attitude, behaviour and combination of these aspects. The response is given in the pie chart given below.

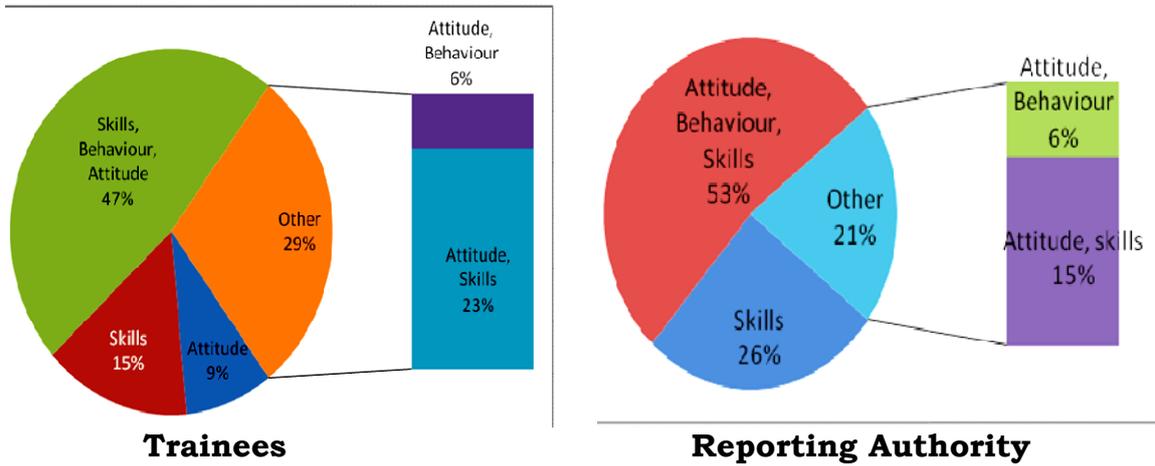


Fig 2: Areas of major improvement

About 53% of the trainees and 47% of the Reporting Authority feel that the attitude, behaviour and skill of the Trainees has improved. Further, it is observed that 26% of the trainees feel the training has increased their skills. Thus, there appears to be a wholesome improvement in the trainees.

iii. Comparison of Job performance in pre and post training period.

The participants were requested to provide a comparison of the performance in the pre-training and post-training period. The feedback received is given in the bar chart below.

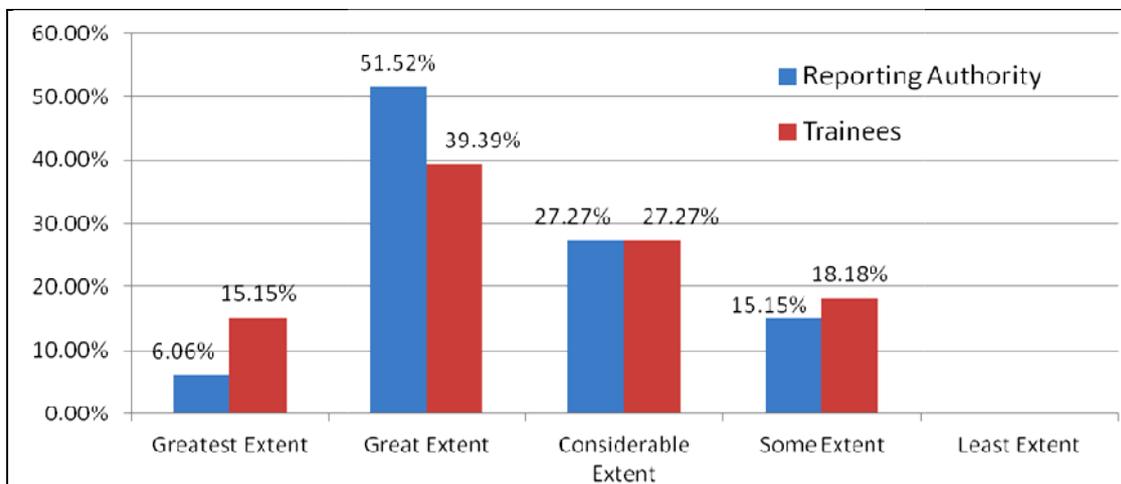


Fig 3: Comparison of job performance of the participants in the pre and post training period

About 60% of the trainees and reporting authorities opined that the performance of the participants have improved to a great extent after the training programme. This is in line with the response of the participants to an earlier question regarding the application of the learning in their work.

iv. Effectiveness in addressing the Training needs

One of the most important questions for any training programme is its overall effectiveness. The pie chart below indicates the overall effectiveness of the programme as assessed by the Trainees. More than 50% of the trainees find the programme effective to a greatest / good extent.

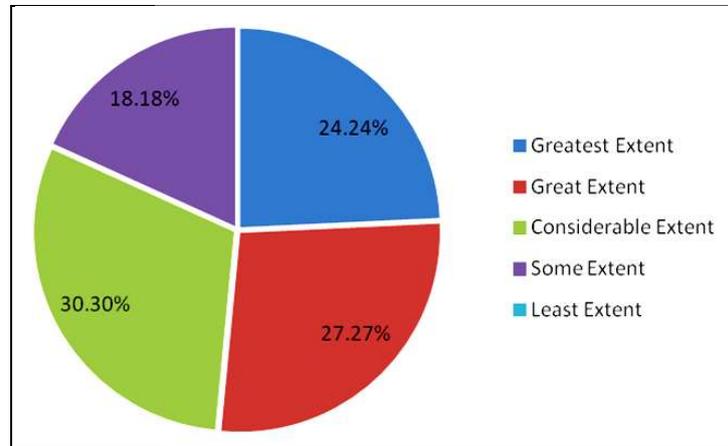


Fig 4: **Effectiveness of the programme**

v. Factors inhibiting learning

In order to improve upon the training programme further, the participants were asked to indicate the factors that inhibited/ affected application of the learning in their job. The response of the participants is given in pie diagrams below.

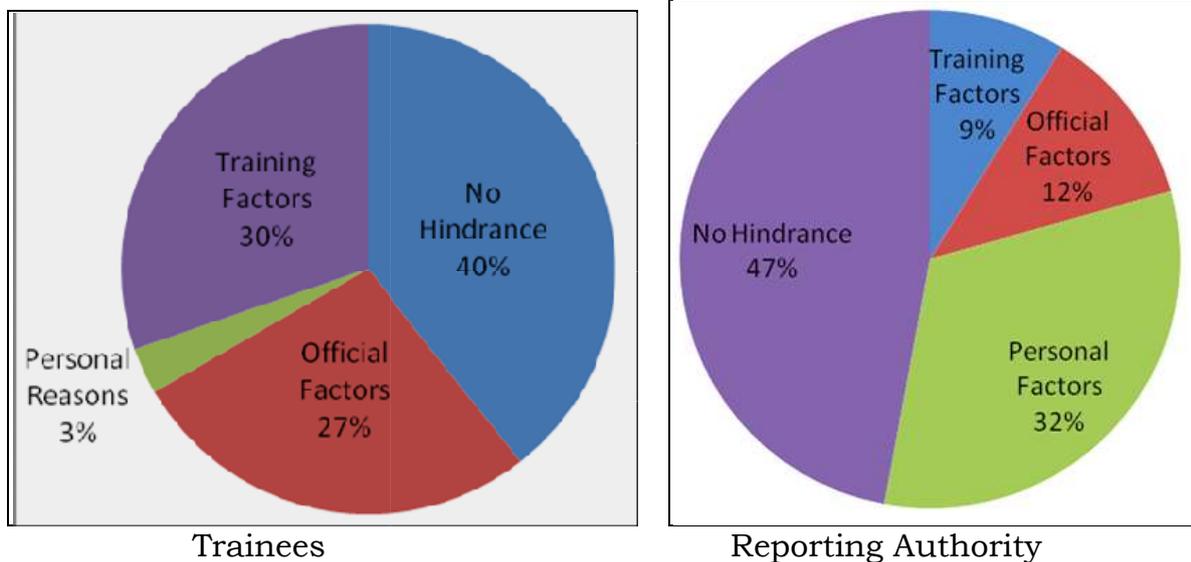


Fig 5: **Factors inhibiting application of learning in the job**

Only 9% of the Reporting Authorities and 30% of the Trainees had indicated *Training Factors* as responsible for inhibition in the application of learning in the job. Among the participants who had indicated training factors as inhibiting the training, equal numbers had indicated the "Non-

inclusion of topics" and "Duration of training" as factors for the inhibition. The topics were included based on the discussion with the authorities of P&S, however a few topics which were indicated by the participants as required to be included, have been included in the subsequent refresher programme for JSK/JPAs held during December 1-3, 2021

vi. Suggestions for improvement of the learning from training

The Trainees were asked to indicate the factors of the training that require changes, for improving the learning. Of the 32 response received **37.5%** indicated that there was **no need for change**.

Factors requiring change	No. of response
Add duration	8
Reduce duration	1
Add topics	8
Reduce topics	3
No need for change	12

Table 1: **Factors of training requiring change**

For about 28% of the respondent, change in the duration of the training programme was required. Duration of a training programme is a fine balancing act between quantum of the topics to be covered and, the compulsion of official exigencies.

V Results

From the discussion above, it is evident that the Trainees have largely benefitted from the Refresher Training Programme. The success of the programme can be gauged from the fact that about 60% of both Trainees and their Reporting Authorities felt that there was improvement to a great extent, in the performance of the Trainees when compared with pre and post training periods. Further, the Training programme has not only improved the skills and knowledge of the trainees but also their attitude. An amount of ₹ 39,490/- (Rupees thirty nine thousand four hundred ninety only) was incurred for conducting the programme. Thus, the training programme is to be considered as successful in achieving its target.

Considering the encouraging results, conducting similar refresher programmes on a regular basis would help in increasing the efficiency and effectiveness of the trainees.

Topics covered during the programme

SI No	Topic
1	DAE Activities
2	General English
3	Constitution / Parliament Procedure
4	Conduct Rules
5	Right to Information Act
6	General Financial Rules
7	Computerization - Workflow of indents, processing, portal, etc
8	Contracts concluded by DPS
9	Manual for Procurement of Goods, policies & principles, etc
10	Acts governing procurement, Indian Contract Act, Sale of goods act, EFPR
11	CVC Guidelines with respect to Procurement, auditing
12	Post contract follow-up, Bank Guarantees, Insurance
13	Imports & Clearance, Insurance & Transport Contracts



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अणुशक्ति नगर / Anushakti Nagar
मुंबई / Mumbai-400094

नामांकन प्रपत्र / Nomination Form

कार्यक्रम कोड / Programme Code	
शीर्षक / Title	
प्रतिभागी का विवरण / Participant's Details	
अभिनाम / Salutation	
लिंग / Gender	
अंग्रेजी में नाम/ Name in English	
हिंदी में नाम / Name in Hindi	
पदनाम / Designation	
इकाई / Unit	
संगणक संकेतक संख्या / Computer Code Number	
कर्मचारी संकेतक संख्या/ Employee Code Number	
फोन - कार्यालय / Phone - Office	
फोन - आवास / Phone - Residence	
मोबाइल / Mobile	
ईमेल / Email Id	
पता / Address	
जन्म तिथि / Date of Birth	
नियुक्ति तिथि / Date of Joining	
श्रेणी / Category	

तैनाती का स्थान / Place of Posting (Station)			
मूल वेतन / Basic Pay		लेवल Level	
क्या होस्टेल आवास चाहिए/ Hostel Accomodation Required			
कार्य की प्रकृति / Nature of Duty			
प्रशिक्षण से आशा / Expectations from the training programme			
दिनांक / Date			
स्थान / Place			
नामांकित के हस्ताक्षर / Signature of Nominee			
प्रायोजक/Sponsoring Unit			

प्रमाणित किया जाता है कि / It is certified that :

- उपरोक्त सूचना सही है तथा कर्मचारी को प्रशिक्षणार्थ कार्यमुक्त किया जाएगा
The above information is correct and the employee will be relived for training
- नामांकन की सूचना निर्दिष्ट समय के अंदर दे दी गयी है

Intimation of the nomination has been given within the stipulated time

प्रायोजक प्राधिकारी का विवरण (आवश्यक)/ Details of Sponsoring Authority (mandatory)		
एसटीडी कोड / STD Code	फोन नंबर / Telephone No.	ईमेल / Email
मोबाइल/ Mobile No.		
फैक्स नंबर / Fax No.		
प्रायोजक प्राधिकारी के हस्ताक्षर / Signature of Sponsoring Authority		कार्यालय मोहर/ Office Seal

Important Note :

- इस फार्म की साफ्ट कॉपी atioff.dae@gov.in पर ईमेल द्वारा भेजी जाए
The soft Copy of this form may be sent at atioff.dae@gov.in
- इस फार्म की प्रायोजक प्राधिकारी द्वारा हस्ताक्षरित हार्ड कॉपी अंतिम दिनांक के पूर्व भेजी जाए ।
The hard copy of this form duly signed by the sponsoring authority may be sent before last date.

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प्रतिपुष्टिफार्म/ FEEDBACK FORM

प्रशिक्षण कार्यक्रम का नाम / NAME OF TRAINING PROGRAMME	: Refresher programme for DPS Staff
तारीख और अवधि/DURATION AND PERIOD :	June 17-20, 2019
कार्यक्रम का कोड/ PROGRAMME CODE	: PC-06
विवरण: 'क' - (उत्कृष्ट) 'ख' (बहुतअच्छा) 'ग' (अच्छा) 'घ' (ठीक) LEGENDS : 'A' (EXCELLENT), 'B' (VERY GOOD), 'C' (GOOD), 'D' (FAIR).	

क्रसं SNo.	मानदंड / Parameters	कृपयाटिककरें / Please tick as (X)			
		क / A	ख / B	ग / C	घ / D
1	कार्यक्रम का सामान्य मूल्यांकन/ General Assessment of the Programme				
2	उपलब्ध सामग्री की गुणवत्ता/ Quality of the Material Provided				
3	पाठ्यक्रम और सामग्री की संबद्धता / Relevance of the Material to the Course				
4	पाठ्यक्रम डिज़ाइन / Course Design				
5	चर्चा और परस्पर चर्चा / Level of Discussions / Interactions				
6	व्याख्याता का स्तर / Standard of the Faculty (Overall)				
7	व्याख्याता द्वारा हिन्दी का प्रयोग/ Use of Hindi by the faculty				
8	आपके वर्तमान कार्य में प्रासंगिकता / Relevance to your current job				
9	सामान्य व्यवस्था/ General arrangement / organization				
10	स्थान / Venue and Place				
11	मैं इस पाठ्यक्रम से क्या सीखपाया / What I learnt from this programme				
12	कार्यक्रम से संबंधित कोई सुझाव / Any other suggestion relevant to the programme				
13	इस पाठ्यक्रम में कोई विषय जोड़ना / हटाना चाहिए /Subject to be added/deleted as course design of this Programme				
14	भावी प्रशिक्षण कार्यक्रमों को और बेहतर बनाने हेतु सुझाव /Suggestion for improvement in future Training Programmes				



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Prog. Code & Title			
Period	From:		To:
Name of the Trainee, Grade and Unit			
Total Period for which the trainee has been under the supervision of immediate superior after the training programme			

Evaluation by the Immediate Superior on the impact of training

Parameter		Rating
Rating Scale		
1: Least Extent, 2: Some Extent, 3: Considerable Extent, 4: Great Extent, 5: Greatest Extent		
1.	To what extent the said training address trainee's training needs?	
2.	To what extent is the trainee able to relate the learning of the training to the job?	
3.	To what extent is the trainee able to apply the learning of the training in his / her job?	
4.	To what extent did the training help the trainee improve his / her job performance?	
5.	To what extent has been the improvement in trainee's job performance, when compared with the pre-training scenario?	

Parameter (please enter the relevant number given against the option chosen)		Response												
1.	The major improvement observed in the trainee, after attending the training programme													
2.	<table border="0" style="width: 100%;"> <tr> <td>Attitude</td> <td style="text-align: center;">1</td> <td>Skills</td> <td style="text-align: center;">3</td> <td>1 & 2 above</td> <td style="text-align: center;">5</td> </tr> <tr> <td>Behaviour</td> <td style="text-align: center;">2</td> <td>All the above</td> <td style="text-align: center;">4</td> <td>1 & 3 above</td> <td style="text-align: center;">6</td> </tr> </table>	Attitude	1	Skills	3	1 & 2 above	5	Behaviour	2	All the above	4	1 & 3 above	6	
Attitude	1	Skills	3	1 & 2 above	5									
Behaviour	2	All the above	4	1 & 3 above	6									
3.	The factors restricting trainee from applying the learning from the programme in his / her job, if any?													
	<table border="0" style="width: 100%;"> <tr> <td>I. Training Factors</td> <td style="text-align: center;">- 1</td> <td>III. Official factors</td> <td style="text-align: center;">- 3</td> </tr> <tr> <td>II. Personal reasons of trainees (physical disability / lack of enthusiasm / understanding / attitude etc)</td> <td style="text-align: center;">- 2</td> <td>(Transfer / change in work allocation of the trainee etc)</td> <td></td> </tr> <tr> <td></td> <td></td> <td>IV. No hindrance found</td> <td style="text-align: center;">- 4</td> </tr> </table>	I. Training Factors	- 1	III. Official factors	- 3	II. Personal reasons of trainees (physical disability / lack of enthusiasm / understanding / attitude etc)	- 2	(Transfer / change in work allocation of the trainee etc)				IV. No hindrance found	- 4	
I. Training Factors	- 1	III. Official factors	- 3											
II. Personal reasons of trainees (physical disability / lack of enthusiasm / understanding / attitude etc)	- 2	(Transfer / change in work allocation of the trainee etc)												
		IV. No hindrance found	- 4											
4.	If response is 1 to query at sl no. 2 above then													
	<table border="0" style="width: 100%;"> <tr> <td>Relevant topics not included</td> <td style="text-align: center;">- 1</td> <td>Methodology of training not appropriate</td> <td style="text-align: center;">- 3</td> </tr> <tr> <td>Duration of training not enough</td> <td style="text-align: center;">- 2</td> <td>(methodology - workshop / Lecture mode etc)</td> <td></td> </tr> </table>	Relevant topics not included	- 1	Methodology of training not appropriate	- 3	Duration of training not enough	- 2	(methodology - workshop / Lecture mode etc)						
Relevant topics not included	- 1	Methodology of training not appropriate	- 3											
Duration of training not enough	- 2	(methodology - workshop / Lecture mode etc)												

Your observations on ways of improving the training programme, if any. _____

(For evaluation purpose

Attitude is taken as work related viz. clarity of thought, positive outlook, etc

Behaviour is taken as general demeanour viz. confidence in dealing with the subject, willingness to learn, willingness to take responsibility)

Date:

Signature of the immediate superior with Name & Designation

Through: Administrative Head of DAE Unit concerned



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Prog. Code & Title			
Period	From:		To:
Name of the Trainee			
Grade, Unit & City			

Evaluation by the Trainee on the impact of training on his / her job

Parameter		Rating
Rating Scale (1: Least Extent, 2: Some Extent, 3: Considerable Extent, 4: Great Extent, 5: Greatest Extent)		
1.	To what extent the said training addresses your training needs?	
2.	To what extent can you relate the learning of the training to the job?	
3.	To what extent are you able to apply the learning of the training in your job?	
4.	To what extent did the training help you to improve your job performance?	
5.	To what extent has been the improvement in your job performance, when compared with the pre-training scenario?	
6.	To what extent has the offline training programme has proved effective?	

Parameter (please enter the relevant number given against the option chosen)		Response
1.	Has there been required learning derived from the said training programme Yes - 1 No -2	
2.	The factors that inhibited you from applying the learning derived from the training in your job, if any? Training Factors - 1 Official factors - 3 (topics not covered / limited duration etc) (Transfer / change in work allocation of the trainee etc) Personal reasons - 2 No hindrance found - 4 (physical disability / understanding etc	
3.	If response is 1 to query at sl no. 2 above then Relevant topics not included - 1 Duration of training not enough - 2	
4.	What are your suggestions to effectively improve the application of learning from the said training Add duration of training 1 Add topics covered 3 Change in training methods 5 Reduce duration of training 2 Deduct topics covered 4 No need for change 6	
5.	What are the major improvements in your job performance, after attending the training? Attitude 1 Skills 3 1 & 2 above 5 Behaviour 2 All the above 4 1 & 3 above 6	

Your observations on ways of improving the training programme, if any _____

(For evaluation purpose - Attitude is taken as work related viz. clarity of thought, being positive outlook, etc
Behaviour is taken as general demeanour viz. enthusiasm in working, willingness to learn, willingness to take responsibility)

Signature of the Trainee

Through Immediate superior with Name & Designation